

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

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

Wednesday 4<sup>th</sup> December 2019

Updated for Wednesday 4<sup>th</sup> March 2020

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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 25<sup>th</sup> September 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.

Officers from North Division attended an address in response to domestic abuse in progress. They arrested and removed the offender, but the victim maintained there had been no offences. The officers remained with the victim and built a rapport. Although the victim still refused to support police action, they managed to convince her to be examined by ambulance crews, who confirmed she had bruising and a head injury and she was provided medical attention. The officer's commitment to building rapport ultimately resulted in her consenting to have her injuries filmed. The officers provided their own statements which allowed for the suspect to be charged and remanded, despite the victim continuing not to support a prosecution. The victim was signposted to a number of charities who support those who have been victims of domestic abuse and is now

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safeguarded by the Multi Agency Risk Assessment Conference MARAC processes which is a victim focused information sharing and risk management meeting attended by key agencies.

A home was burgled in Gillingham whereby spare vehicle keys were taken from inside the house and the victim's vehicle stolen. Intelligence work conducted that day resulted in the identification of the vehicle on the A2 London bound and the vehicle was stopped and the 38 year old male driver arrested for a variety of offences including suspicion of driving whilst intoxicated. He was charged with 7 offences including burglary and remanded into custody.

The Gravesham Community Support Unit (CSU) Vulnerable Adult Intervention Officers (VAIO) review all calls to Gravesham daily to ensure all vulnerability is captured. They recently identified a call where a vulnerable person with Dementia was receiving fraudulent phone calls. The VAIO and local PCSO visited the vulnerable person to assess and safeguard. They arranged for her phone number to be changed, gained further support from the local church she attended and adult social services were updated. The VAIO identified where the victim's details had been obtained and was able to forewarn other potentially vulnerable people who may have been targeted in this way. Due to the VAIO's actions the vulnerable female had no further fraud calls. Crime prevention advice and guidance in relation to this tactic was shared with partners and other professionals to ensure the wider community was protected.

**3.2 Victim Satisfaction.** The Research Bureau continue to survey victims of hate crime, domestic abuse and rape, for their opinion on the service they receive from their initial contact with the police and throughout any subsequent investigation. Kent Police are committed to delivering a first class service to victims of crime.

### Hate Crime Surveys.

Surveys for the period November 2019 to January 2020 show that victims of hate crime were satisfied with the overall service they received in 120 of 159 cases (75.5%). This represents a 1.7 percentage point decrease on the previous period August to October 2019, which was based on 189 surveys, where 146 were satisfied (77.2%).

Whilst there were a lot of positive responses as detailed below, feedback included improvement centres around limited progression of cases, timely updating, perceived low level sanctions, continuation of behaviour by offenders, the desire for more advice, and support and frustration with cases not being proven. Kent Police has established the post of Head of Victim Services which is due to commence imminently. This role will include developing a new Victim Charter, having account for an enhanced service, including for victims of hate crime, and developing our response and safeguarding to vulnerable and intimidated victims. Kent Police maintain rigorous scrutiny through dedicated forums such as the Independent Police Advisory Group, Hate Crime Forum and the Crown Prosecution Scrutiny Panel to continuously improve our service. Community Liaison Officers review all hate crimes and ensure appropriate signposting, safeguarding and support. Improved reporting mechanisms have also been developed to encourage engagement and build confidence, for example, through specialist media in different languages and formats and use of True Vision for reporting and safeguarding.

During the surveys victims did say they felt supported and reassured by the operator and that officers attended quickly, were efficient and understood the victim's problems. The investigation undertaken was good, even when the victim felt that the incident was minor in nature. They were very professional with victims feeling cared for. Victims were listened to and officers took the victim's views into account and in most cases victims felt that the officers did their best.

### Domestic Abuse Surveys.

Surveys for the period November 2019 – January 2020 show that victims of Domestic Abuse were satisfied with the overall service they received in 88.1% (127 out of 144 cases), which is a

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3% percentage increase on the previous period August – October 2019 which was based on 175 surveys conducted, equating to 85.1% (149) satisfaction rate.

During the surveys victims said that officers made them feel safe and everyone from the operator to the officers showed they understood what the victim was going through. Victims were happy with the way officers dealt with their children and they were knowledgeable and kept them updated. Officers were very professional and victims felt they were supported and reassured. Officers responded quickly; they were efficient, understood the problem, treated victims well, they felt cared for and the officers took the matter seriously. Many victims stated they were kept calm, given good advice, with the officers helping to diffuse the situation. They took control and were not judgemental. One victim stated that by reporting the incident 'it changed her life', and another stated police forces around the world could learn a lot from the police in this country in relation to domestic abuse.

Feedback has identified areas to focus on, with the core themes being victims feeling obligated to support prosecutions, provide evidence, attend court, and action being taken when they only wanted a note of the incident made. The use of body-worn video without consent of the victim in court, time elapse until the suspect was spoken to, training around anxiety and depression and information provided by children at the address not being shared with the victim were all additional concerns shared.

To ensure continual improvement of the service Kent Police provides, a systematic review of investigative standards is underway to ensure the force maximises evidential opportunities, for example based on new technologies. A review of the use of Domestic Violence Protection Notices and Orders has commenced to develop previous successes through the courts and share learning across the force to take all opportunities for safeguarding. A pilot has been explored for the use of Evidential Review Officers to drive more positive outcomes for victims whilst maximising safeguarding opportunities. The successes from this pilot are being used to enhance the role of the custody officer in decision-making. Each of the three divisions now has a dedicated resource who have been reviewing body-worn video, quality assuring investigations and supporting a triaging pilot on one of the divisions to maximise evidential opportunities and share best practice and lessons learned. The new role for the Head of Victim Services will include exploring options to engage with past victims of domestic abuse to learn lessons and continue improvement.

#### Rape Surveys.

Surveys conducted between November 2019 – January 2020 show that victims of rape felt that overall they were satisfied with being treated fairly in 95.7% (68 out of 71) surveys conducted, which is a 10.7% increase on the previous period August – October 2019 which was based on 87 surveys conducted, equating to 85.0% (74 out of 87) satisfaction rate.

During the surveys undertaken on victims of rape, victims felt officers were honest with them and they did not feel judged. Victims stated that officers were understanding, took an interest and were kind, patient and professional. Particular care is taken to ensure these surveys are conducted with sensitivity to understand the service being provided to victims. The Force continues to use Sexual Offences Liaison Officers (SOLOs), who have the responsibility to provide direct one-to-one support to the victims of rape and other serious sexual offences from the point of initial report until the conclusion of the court case, in collaboration with relevant support organisations in order to enhance the victim's level of engagement, improve the continuity of evidence and the level of victim care and their experience of the investigation and court processes.

Feedback for further consideration included the perception that the offender got away with it, offenders having less rigorous evidence capture compared to the victim and use of voluntary interview. The length of time cases take, slow updates and updates by email were raised alongside the pressure to answer some questions under a system of risk assessment used nationally. Kent Police are engaging at a senior level with the Crown Prosecution Service to

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progress cases even where there are foreseeable evidential challenges. This engagement will include a review of streamlining the evidence capture requirement at the point of early pre-charge decisions advice. The advantage of this could include timely progression of cases and avoidance of substantial evidence capture including third party material where the evidential difficulties of the case are such that the Crown Prosecution Service would be unable to authorise charges.

An increase in the number of satisfaction surveys have been carried out on all 3 categories of crime types this quarter and although the percentages show a slight decrease in satisfaction across the board, the results are still very good and it is to be expected that on occasions results will fluctuate.

In addition to the specific matters raised within the context of each specific crime type, the Head of Victim Services will have the responsibility of understanding key themes in dissatisfaction and determine solutions to improve those areas where possible. It is also intended for satisfaction data to be displayed on the internal performance data system for all staff to view and use to continually learn and improve. This would also allow leaders to scrutinise performance in relation to certain themes, especially where they are repeated.

## 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 across the county are included below alongside ASB statistics.

**4.1 Anti-Social Behaviour (ASB).** ASB has experienced a 10.2% increase in the last three months (November to January) compared to the same period last year. It has increased from 6575 (Nov 18 – Jan 19) to 7247 (Nov 19 – Jan 20) which is 671 more incidents of ASB.

Four of the twelve ASB categories have seen reductions when comparing the two periods;

- noisy party/event saw a 12.7% decrease (10 fewer incidents)
- parking nuisance saw a 19.4% decrease (18 fewer incidents)
- unlawful encampment saw a 30.3% decrease (10 fewer incidents) and drunken or rowdy behaviour saw a 7.6% decrease (138 fewer incidents).

Eight of the twelve ASB categories have seen increases, most notably 'rowdy or nuisance gathering in public' which saw the largest volume increase with an additional 411 incidents (+20.0%).

Conversely, public order offences have seen a 3.7% decrease when comparing November to January periods. The period to January 2020 saw 130 less offences than the same time period for the previous year.

The public now have greater opportunity to report ASB to the police through more local surgeries being put in place and an increase in police visibility following the provision of new roles to support local policing. Since October new posts have been created for Crime Prevention Police Community Support Officers whose role is to proactively tackle crime and anti-social behaviour across the county. In addition to these posts greater numbers of dedicated town centre police officers are being deployed with a total of 56 officers across the county to deal with crime and anti-social behaviour in these areas with high foot-fall and busy day-time economies. Both of these roles, along with other local policing personnel, are leading in the use of problem-solving techniques to resolve anti-social behaviour and support victims and communities. This is being progressed

through further training and focus being delivered locally to frontline officers. Training includes police staff being taught through masterclasses to maximise their use of police powers to tackle localised ASB issues, for example, most recently a Civil Injunction Masterclass was held to encourage the use of less conventional tactics in supporting the public.

**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 January 2020 there have been 7,686 Burglary residential offences recorded compared to 8,683 for rolling year to January 2019. This is a decrease of 997 offences (-11.5%). Burglary Business and Community recorded 3088 offences for rolling year to January 2020 compared to 3344 for the previous rolling year period; a decrease of 256 offences which is a decrease of 7.7%.

The Kent Police attendance criteria for all burglary offences where the offender is still at the crime scene, is an immediate police response from uniformed officers. Given the highly emotive and disruptive impact of residential burglaries on victims, where an offender is no longer at the scene, the call will still be treated as a 'High' for attendance. If there is a delay then a Detective Sergeant will review the circumstances and deploy an investigative officer if necessary to ensure victims receive a quality service. The vast majority of burglary residential offences are attended by a Crime Scene Investigator who will establish and retrieve any forensic evidence left by a suspect. There are exceptions where attendance may differ based on clearly defined parameters, for example where damage has been repaired and the victim has left (for example a landlord). Non-residential burglaries, for example of a shed or detached garage, are not always attended by an officer but remain subject to a CSI assessment. Other factors will also play a part in further attendance, for example if a victim is identified vulnerable following assessment by the Force Control and Incident Room.

Every Community Safety Unit on each of the thirteen policing districts reviews each burglary report in order to establish if the victim is either vulnerable or a repeat victim and if they are, a Police Community Support Officer will attend to offer advice, support and reassurance to the victim. Each dwelling burglary with any lines of enquiry are investigated; none of these offences are investigated over the telephone.

The Kent Police annual burglary campaign, Operation Castle, launched on 30<sup>th</sup> October and will run into the New Year with a particular focus on:

- home and vehicle security (including high-value burglary)
- distraction burglary (bogus callers)
- property-marking

Burglary is considered a high harm impact crime which is discussed daily on each Division and there is particular grip and focus on this particular 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 and in February 2019 the Chief Constable's Crime Squad was created to focus on these type of offences.

**4.3 Chief Constable's Crime Squad.** With the support of the Police & Crime Commissioner the Force has been able to recruit additional officers to establish a Chief Constable's Crime Squad (CCCS), which is a dedicated team who 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

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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 some examples of their good work and excellent results is detailed below.

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

A suspect was identified, located and arrested for a number of residential burglary dwelling offences which he committed across East Division and North Division. The suspect identified the houses of elderly and vulnerable people and forced entry into elderly victims' homes on the pretence of asking for water. Once inside each address he would become violent and knock the occupants over before stealing their handbags and wallets, which were easy items to conceal. One of the offences included a violent robbery where he attempted to harm the victim with a chainsaw during the offence. The CCCS received information that the suspect was attending a Public House in Sittingbourne early each day after sleeping rough in nearby woods. Officers subsequently located him a few miles from this location and although he had significantly altered his appearance he was identified and stopped by an officer. He was charged with Robbery, four offences of residential burglary, numerous other offences and then remanded to Prison.

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

On Friday 9 August 2019 between the hours of 0500hrs and 0800hrs, a male, high on drugs went on a rampage in Tankerton committing a number of offences including sexual assault and a number of robberies and residential burglary offences, one of which he used a brick to smash the window to gain entry and then tried to assault the occupants with the brick. He also committed shop thefts, fraud offences using cards stolen from burglaries, various assaults on innocent members of the public and numerous offences of criminal damage.

The CCCS took immediate ownership of this investigation and identified the suspect who was subsequently arrested 2 days later. He remained in custody for 34 hours and CPS then authorised 2 initial charges of robbery and a burglary dwelling offence. Further evidence was obtained from the victims and witnesses within 72hrs of these offences being committed, assisting the compilation of the case significantly. The suspect attended Crown Court on his first hearing and pleaded guilty to the two charged matters and CPS have agreed to charge the remaining offences which is a great outcome.

Incidents such as this are extremely rare but when they do happen, Kent Police will do all they can to locate suspects, gather the required evidence and ensure that they are charged and remanded into custody, safeguarding victims and providing them with a first class service.

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

A series of nine car key burglaries in the Tonbridge & West Malling area took place and extensive forward facing mobile phone cell site work was undertaken on mobile phone numbers believed to be linked to the suspect through intelligence. This mobile phone data showed that the suspect was regularly moving between two specific areas in Kent. Officers from the North Division CCCS and West Division teams attended a number of addresses of family members and associates of the suspect over a two week period before he was apprehended and charged offences and remanded into custody. The Chief Constable's Crime Squad, like all Kent Police officers, will relentlessly pursue the most prolific criminals and ensure that they are held accountable for the offences they commit.

### Chief Constable's Crime Squad Update.

The Chief Constable's Crime Squad will incorporate the three Divisional Crime Squads as well as the three Divisional Raptor teams, which will be renamed to more clearly reflect their focus on gang and county lines issues. Both teams will come under the line management of a respective Detective Inspector who will report directly to DCI Lopa McDermott. The department has also seen the recent arrival of a new Head of Department, in DCS Jon Armory.

The Force has recognised that the response to the threat, harm and risk posed by county lines would be enhanced through additional resources. The Force is currently in the process of discussing an increase in investigative resources and an increase in disruption officers. North Division has the majority of the Force's county lines operating on their Division and it is envisaged that they will receive the largest officer uplift in order to reduce the threat posed by county lines in the north of the county.

The Crime Squad continues to deliver outstanding performance for victims of crime. Since the inception of the team on 25th February 2019, the three Divisionally-based teams have achieved 903 positive outcomes for victims, dealing with 387 prisoners and executing 76 search warrants. They have also secured prison sentences in excess of 240 years with a number of cases still remaining with the Crown Prosecution Service and awaiting charging decisions. This has been achieved with a team of 31 officers and it is anticipated that the team will increase to 35 officers later in the year.

With regards to disrupting the activities of county lines, the Force undertakes bespoke enforcement activity against county lines on a regular basis. The Force resources are utilised each month where officers undertake enforcement and disruption against those county lines which pose the greatest threat, risk and harm. In early March, the Force will be undertaking another operation where Kent will be working collaboratively with Essex, the Metropolitan Police Service and British Transport Police where the intention is to execute in excess of 80 warrants across both Force areas as well as in London against individuals engaged in this area of criminality. The Chief Constable's Crime Squad is working closely with the Force Change Team in designing how as a Force it can continue to offer improved safeguarding to those individuals who are often exploited by county lines as well as working closely with partners to ensure that we continue to prevent gangs from establishing a foothold within the county and protecting the most vulnerable members of our society.

### Head of Crime – Detective Chief Supt Jon Armory.

The new Head of Crime role has direct line management responsibility for the Chief Constable's Crime Squad, the Gangs and County Lines Teams (formerly known as Raptor) and the Crime Academy which is currently in its design phase. The role will have overall responsibility and accountability for the Force's response to Serious Violent Crime (including knife crime), Serious Acquisitive Crime, Detective Progression (including Police Staff Investigators) and Crime Policy and Investigative Standards (in conjunction with Gary Beautridge). A significant part of the role will involve raising the status and value of Detectives within the Force whilst at the same time investing in them through the Crime Academy to enhance existing skills and training and ultimately to consistently deliver high quality investigations across the Force.

**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.

Details of the RTF and their partnership working is included in the Collaboration and Partnership Working paper but in October Kent County Council launched their waste crime campaign which coincided with the "National rural policing week of action" from 6 to 13 October 2019. The RTF

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worked with local authorities closely and during that week there was significant activity including the following;

- 4 search warrants executed
- 3 arrests
- 5 non-custodial interviews conducted
- 13 vehicles seized for various offences
- 6 Traffic Offence Reports issued
- 41 intelligence reports made
- 40 Fixed Penalty Notices
- 3 Community Protection Warnings issued

The items most commonly targeted by thieves across the South East in general over the last 12 months are tractors, quad bikes, 4x4 vehicles and plant machinery. Since January 2019 RTF have recovered 80 stolen items of this type totalling £435,000, with offenders receiving lengthy prison sentences.

The seasonal crime of poaching is currently being addressed with intelligence-led operations being conducted resulting in anti-social behaviour legislation being used where offenders are identified. RTF officers are now trained pilots and are operating drones on these proactive operations.

The Gypsy Liaison Team continue to enforce in relation to serious and organised crime across our communities as well as working with LPTs with daily proactive patrols in rural communities focussing on the OCGs within them.

**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 received a report of a number of youths causing issues outside a parade of shops in Penenden Heath, Maidstone. The behaviour of the youths had caused shops to close early and caused distress and alarm to the shop owners and members of the public using the shops. The local PCSO and Vulnerable Youth PCSO quickly identified the suspects. Work was then completed with partner agencies including the main suspect being spoken to and advised about his behaviour. The parents of the remaining suspects were sent warning letters. The victims were further contacted and updated and reassured by Police action.

Thanet CSU / Multi-agency Task Force and Missing Child & Exploitation Team collaborated with other service providers including street pastors to tackle ASB during Halloween. Officers from all teams including partners provided high visibility joint patrols. A number of interventions were made, resulting in referrals to other services, co-operation from the young people once the impact of their behaviour was explained and an arrest of an outstanding suspect wanted for two violent crimes.

There has been a recent increase in pre-planned cycle 'ride outs' in Swale whereby the riders place themselves at considerable danger pulling wheelies in front of vehicles. Swale CSU wrote, organised and helped deliver an educational input in conjunction with KFRS Road Safety Experience. The input aims to educate and inform young people using a combination of video and live acting showing the young attendees at first hand the effects of investigating and dealing with a cycle accident. The first of such inputs was very well received and set a template for further inputs to others across the county. The campaign was named Swerve It.

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Maidstone CSU has introduced a traffic light risk assessment with the local night time economy partners to ensure licensed premises have a better understanding of the risk of some planned events. The system is a process that asks the clubs a number of questions concerning an event and scores the risk as either red, amber or green. If an event is deemed as a red or amber risk the local licencing officer will liaise with the venue to ensure they provide the correct response to deal with the increased risk their event has created. The traffic light system also allows Kent Police to have a clearer picture of when we need to consider additional resources.

In response to ASB issues and a desire to be more effective in tackling these issues, Maidstone CSU have implemented monthly anti-social hotspot partnership meetings. The purpose of these meetings is to ensure that all agency resources are focused and flexible. The partners utilise the SARA problem solving model and seek to use contextual safeguarding principles to reduce ASB whilst ensuring those at risk are safeguarded. Although this meeting is in the early stages of development three hotspot locations have already been discussed and are being managed.

**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.

IMU continue to strive toward providing accuracy, quality and efficiency in the recording and quality assurance of reports of crime for the Force. The assessment at the last HMICFRS inspection for Crime Data Integrity accuracy remains the highest in the country ('Outstanding', 96.6%) with around 20,000 investigations created each month. The IMU is responsible for creating crime reports and completing the initial investigation. Those investigations which have reasonable lines of enquiry suitable for completing by an IMU desktop investigator are allocated to the IMU Hub team. If desktop enquiries identify further investigative opportunities which require allocation to a Police Officer on the Local Policing Team, they are allocated accordingly.

Ensuring the accuracy of crime recording, quality investigation and victim updates from the outset provides increased efficiencies for the Force in its ability to deal with crime and anti-social behaviour. The IMU quality assure all crime reports for crime data accuracy in relation to crime recording, but also to identify any risk and / or any requirement for referrals to be made to partner agencies to support victims of crime. They also ensure correct offence classifications are added to reports so that relevant departments are aware of crimes occurring and victims that may require their specialist involvement and support.

This is further supported by the IMU's use of Risk Assessment Framework (RAF) and Evidence Based Investigation Tool (EBIT) whereby the IMU complete risk assessments for around 22% of the outstanding suspects of crime each month. This ensures that risk is assessed at the earliest opportunity and provides a clear indication to divisions at the outset as to where the highest risk sits amongst the active crime under investigation. EBIT is used by the IMU as a key triage tool for volume crime offences (Common Assault, Public Order Sections 4/4A/5 & Criminal Damage under £5000) in assessing the solvability and public interest factors relating to those crimes, providing a consistent approach for the entire county as to which crimes should be further investigated and which are, at the earliest point following an initial desktop investigation process, deemed not solvable.

The use of EBIT has been identified as a good working practice and recent visits by other Forces (MET, GMP, Lancashire, South Wales, Humberside and others) and the HMICFRS Inspector to the IMU has led to positive feedback and recognition that the IMU's use of EBIT provides the Force with consistency and legitimacy with regard to assessing crime and making sure that those

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offences which are solvable and in the public interest, are progressed. Further recognition for the use of EBIT has recently included a nomination at the World Class Policing Awards and a nomination for a Public Engagement Collaboration award at the University of Cambridge.

The IMU Hub have been involved in a number of investigations where their focus has been on adding value to solving crime, and have been able to concentrate on linking offenders and offences which may not have been identified if allocated to different officers on divisions, for example:

Telephone enquiries in relation to a report of harassment of a sexual nature toward a lone female, led to IMU identifying links with a total of 4 different woman living in close proximity who had each reported harassment of a sexual nature by an unknown male. The reports showed growing intensity and risk and the links to each provided further support to justify the early arrest of a male.

The IMU, being centrally managed and focused on the crime for the entire county, allows opportunities to identify growing trends and potential crime series. One such example is a particular police operation where the IMU Hub identified a specific method of offending pattern in relation to thefts from land rovers.

- 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).**

SCD continue to work protecting the public from crimes which cause the highest harm to the community. A dedicated Modern Slavery and Human Trafficking team were commissioned within the SCD review providing a dedicated resource to combat this harmful criminality and support victims. This team form part of the Serious Organised Crime Unit and are based at North Kent Police Station.

A process is now in place whereby the team have regular meetings with divisional MSHT Special Point of Contact (SPOCs), Prevent and Protect officers, analysts and the Force Intelligence Bureau to ensure no opportunities are missed and that the appropriate guidance is given out.

For the period 15/08/2019 to 23/10/2019 there has been:

- 7 MSHT Arrests – 3 Modern Slavery, 3 Human Trafficking, 1 Sexual Exploitation
- Investigation Demand - 86
- 91 referrals made

The investigation demand can be broken down into the following for each area:

North – 27  
West – 12  
East – 32  
Kent Frontier – 10  
Outside Kent - 5

### Prevent and Protect

We have prevent and protect officers that specifically focus on MSHT offences. In the last quarter, the prevent and protect team have taken part in a number of proactive activities including:

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- Providing awareness training to Canterbury local authority
- Met with the Home Office People Team analysts to forge better relations and improve information sharing
- Attended the world anti-slavery awareness event in Dover
- Met with Medaille trust to discuss partnership working
- Met with the Medway CID Inspector to discuss how to better work together to tackle this crime type
- Met with the MSHT SPOCs to try to find better ways to deploy our resources to identify victims and target offenders.

Medway LPT has assisted in the execution of warrants at an address in Rochester where it was suspected that females were being sexually exploited. All persons present were identified and provided safeguarding and support. The owner of the address was arrested for managing a brothel and the registered occupant evicted from the address.

**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.

On 15 October 2019 PVP launched the force wide Standard Operating Procedure (SOP) for Child Exploitation in Kent and Medway. The SOP is aimed at providing a consistent approach across the county and provides officers and staff with the necessary tools and guidance to effectively tackle not just Child Sexual Exploitation (CSE) but all forms of Child Exploitation, including those involved in gangs and county lines.

The Protecting Vulnerable People (PVP) department have been working closely with the Change Team to enhance the service provided by MCET. With a proposed uplift in officers the focus has been on how to deliver a wider range of specialist services to vulnerable adults whilst increasing the investigative capacity to tackle child exploitation and target those who exploit the vulnerable.

In September, PVP working in conjunction with local MCET and CSU teams, undertook the first phase of a local operation. This operation involves police testing the response of local hotels to obvious CSE concerns so that the police and partner agencies can provide advice and training to staff and managers, where appropriate. A second phase is planned for December when Kent Police will work in coordination with the Metropolitan Police, City of London Police and British Transport Police during a day of intensive activity.

The MCETs identified and proactively targeted vulnerable locations for missing children over the summer. The team worked with partners to reduce the risk of harm through target hardening, developing joint response plans which included interventions with the young people, assessing risk and providing diversion activities. The children were given safeguarding advice and provided with contact details for MCET staff.

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The table below illustrates the number of missing children reports for the period August to October 2019 compared to the same period in 2018:

	August - October 2018	August - October 2019
Division		
East Division	799	891
West Division	253	348
North Division	742	755

There has been an increase in the number of reports against the same period last year for every division. However, it must be noted that a portion of these reports from each division will be children who have repeatedly been reported as missing:

A male in the West Division has had 33 missing episodes in August compared to 5 the previous year due to a breakdown in the family set up. MCET work alongside Social Services, the Vulnerability Investigation Team and education to address this.

In the last few months MCET have worked very hard to encourage schools, parents and care homes to report children missing. Prior to this there were often cases where repeated missing children would not have had each separate missing episode reported which has contributed to the increase in the number of reports. MCET's introduction and refining of practises has encouraged parents and partners to report each and every time they are missing which gives a clearer picture of the risk and helps to properly tackle the problem. As a consequence, a small number of individuals are driving the increase culminating in a higher number of repeat episodes.

Also contributing to the rise in missing children reports is out of county placements whereby young people with complex needs are put into Kent placements. There has also been an increase in Unaccompanied Asylum Seeking Children with a particular rise in the North Division.

Folkestone LPT were alerted to reports of a high risk missing person from London being at an address in Folkestone. He was a vulnerable child missing person involved in county drug lines. Recognising the risk, resources were diverted to locate the child. Following close work with the Metropolitan Police Service the boy was located and recovered safely from an address and placed into police protection. Another male was located and arrested. The child trafficking offences and drug offences are still under investigation.

North Division MCET has made positive interventions with a 16 year old male who had been exploited to deal drugs as part of a county line. Through close support of him through police and partners he returned to education, moved to a more supportive placement and found the strength to break the cycle of his offending. He is safer as a result.

West Division's MCET team have recently engaged with a young male who was involved in missing episodes, moped thefts, and was at a heightened risk of exploitation and county line involvement along with domestic issues at his home address. MCET allocated a SPOC who worked closely with the male's family. The child had previously been missing 14 times but since the intervention there has been just one occasion. The male had previously had no faith in the Police, until this experience. His parents claim he has changed and with Police support he now attends all his partner meetings and his school hours are increasing.

West's MCET Team became aware of a 15 year old female who was in a relationship with a 19 year old male. Following her first missing episode MCET spent 2 hours with her, providing support. The child disclosed to her SPOC concerns around the relationship, which had been a push factor in her missing episode. MCET issued a CAWN (Child Abduction Warning Notice) to the male involved. The child later disclosed offences and the male was arrested for sexual offences and child abduction. There have been no further offences and she has not been reported missing for some time, thereby reducing the missing episodes and most importantly the risk to the young person.

**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.

The Paedophile Online Investigation Team (POLIT) are currently launching an intensification period of work to reduce outstanding POLIT work. This includes the grading of material and building of case files. The work will ensure suspects are brought to justice in a timely manner which supports victims with recovery and closure of their case. The team have secured charges and remands in custody on three cases of suspects who have travelled into Kent with the intention of committing sexual offences against children. There have been a further two cases where young victims have been identified as being subject to serious sexual assault. They were identified during the investigation of indecent image offences. The victims have been safeguarded and a support network via social services has been provided.

The PVP command have been working with the central analytical team to progress an operation that seeks to identify those who target children for sex but have not been convicted. The initial stages were to triage and risk assess all those suspects that have been identified as having two or more offences. The ongoing work is to develop a toolkit that investigators can use at the point of refused charge to ensure that all suspected child sex offenders are correctly risk assessed and all outcomes and interventions are considered.

Following the commission of a serious offence by a managed sex offender, the MOSOVO team have been working with partner agencies within Kent and outside of the county to commission a Serious Case Review. The findings of this review will form the foundations for a wider review of sex offender management in the county to enhance the management of those presenting the greatest risk to the public.

Kent Police have also been working with the Parole Board and the Metropolitan Police to put in place processes to ensure that information is effectively shared when an offender is considered for release by the Parole Board. This will enhance their ability to request and receive information so that better decisions can be made in order manage offenders that present the greatest risk to the public.

**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.

A suspect has been dealt with several times by Folkestone Vulnerability Investigation Team (VIT) for high risk offences against his vulnerable partner. Due to evidential difficulties officers were

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not able to secure a charge against him but did secure a Domestic Violence Protection Order (DVPO). The DVPO was proactively managed and as a result VIT identified a breach. The suspect was arrested and taken to court in October and received a 50 day custodial sentence.

A North Division officer was allocated an investigation whereby the victim was extremely vulnerable and suffering poor mental health which resulted in her being sectioned under the Mental Health Act. Prior to being admitted to hospital she reported assaults upon her by her partner and had made numerous attempts to break away from the relationship but had felt unable to do so. The victim eventually contacted Police and the officer was able to secure charges against the suspect who was remanded in to custody.

A recent case dealt with by the West Division VIT team related to allegations of historic sexual abuse by the offender against his own daughter, a child at the time of the offences which was reported to Police in 2017. The officer in case built up the trust of the very young victim to give disclosure against her own father. She also uncovered that the mother had not been a protective factor and through her actions the child victim and her younger brother were appropriately safeguarded. The officer also identified others involved in the abuse, who are awaiting trial for their parts but the father was convicted and sentenced to 10 years 9 months.

A recent West Division case relates to events on the 9 October 2018, where the offender was accused of stabbing his wife. The original investigating officer, despite being young in service conducted an excellent investigation and a set of high quality case papers. She also obtained an extremely detailed victim personal statement that truly explained to the court the impact the crime had on victim. On 18 October 2019, the offender was sentenced to 13 ½ years following his conviction for attempted murder having been found guilty at an earlier trial.

**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. The SCD ensures that the victim is at the heart of everything it does and is responsible for investigating crimes including Murder, Attempt Murder, Kidnaps, Stranger Rapes, Modern Slavery and Human Trafficking, ATM attacks, County Line drug dealing, the buying, selling and importation of drugs and firearms, and fraud and cybercrime, across both Kent and Essex.

In 2019 in Kent, 10 murders have been investigated, 9 kidnaps and a number of offenders have been sentenced to over 310 years imprisonment for a variety of serious offences. By successfully investigating these types of offences, and bringing offenders to justice, the Force are keeping the people of Kent safe and offering comfort to the victims and their families.

SCD also provide supportive functions to the divisions and LPAs, including forensic support, intelligence support, and the communications intelligence capability. From the scenes attended by our crime scene investigators, over 600 DNA matches have been obtained, and over 650 fingerprint identifications have been made this year.

Other significant SCD operations include a Kent Major Crime investigation into a murder that happened following an event at The Gallery night club in Maidstone in August 2019. A mass brawl took place involving approximately 60 people. The incident culminated in one person being fatally stabbed and 4 other persons being injured. Since the incident, a total of 14 people have now been arrested for their involvement in the incident. The main suspect has been charged with murder, with the other persons arrested being either charged with violent disorder or released on bail.

A significant investigation into the no body murder of Sarah Wellgreen has been underway for the past year. Sarah went missing on 9 October 2018 and her ex-partner, Ben Lacomba was arrested on 16 October 2018. On 28th October 2019, a jury found Ben Lacomba guilty of her murder and he was recently sentenced to at least 27 years in prison.

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An investigation took place into the tragic murder of 23 month old twins. Their mother was found guilty of drowning them on Boxing Day 2018. On 16 August 2019, she was sentenced to 10 years imprisonment after admitting to two counts of manslaughter by diminished responsibility.

Another significant investigation relates to a cold case murder from 1999. On 30 October 2019, Andrew Griggs was sentenced to 20 years imprisonment for the murder of his pregnant wife.

## 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 Forcewide in order to maximise opportunities to disrupt and dismantle OCGs and prevent people joining OCGs.

Kent Police recognises the importance in tackling organised crime, county lines and gangs, and the significant harm the associated crime types can have not only on the victims but also on the wider community.

### County Lines

The Regional County Line Intelligence Collection Matrix (CLICM) shows that within the Eastern Region, Kent Police have the second highest number of County Lines.

- There are 58 nominals listed on the CLICM as being linked to county line drug supply within Kent.
- There are 39 county lines known to be active in Kent.

Intelligence regarding the lines and nominals are monitored on a monthly basis and will be archived if inactive within this time period. Medway have the most lines with 14 and Gravesend have 5. Local gangs are mapped, scored on a harm matrix and allocated a local Lead Responsible Owner. Each has a Prevent, Protect, Prepare and Pursue plan. Significant disruption against these gangs mean that the county no longer has much of a problem from home grown gangs. This continues to be monitored to ensure any new threats are quickly identified. At the time of writing, Kent have one mapped local gang affecting the Medway area.

### Organised Crime Groups (OCGs)

Kent currently has 35 active OCGs, 17 of which are owned by SCD. This is the highest number of OCGs in the Eastern Region. Prevent and protect officers specifically focus on OCG criminality. In the last quarter, the prevent and protect team gave an awareness training presentation to Town Centre police officers at the Kent Police Training School, the Folkestone Landlords forum, the Canterbury Landlords forum, the Aylesbury Regulated industry event, and attended an OCG meeting at Gravesham civic hall.

### Positive Results against Organised Crime and Gangs

In May 2019, two males tried to access an ATM in Paddock Wood. They used a stolen acetylene canister which was connected to a hose, and put the hose into the ATM. They made 2 attempts to blow up the ATM in order to get the money from within, but failed on both occasions. A member

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of the public heard the noise and called the police. They made off in a stolen Subaru, before being located by police officers and arrested and on 10 September 2019, one of the defendants was sentenced to five years and six months imprisonment, and the other to six years and four months imprisonment.

An investigation into conspiracy to steal motor vehicles led to two defendants going to prison. A stolen vehicle with a tracking device led officers to a location near Sittingbourne, and following further investigation, two suspects were found to be involved in a scam to the value of £160,000. During a warrant at the location, four stolen vehicles were located, along with parts from other vehicles including a transit van, a shredder and a crane. On 10 September 2019, both of the defendants were sentenced to four and a half years imprisonment.

An investigation into ATM attacks using explosives has been ongoing. A total of five offences were committed between January 2019 and February 2019. Following the fifth offence which took place at the Co-op in Faversham, ANPR research was conducted and two vehicles were identified as being in convoy, matching a description given by a witness. One of the vehicles was stopped trying to leave the country at Dover docks, and two people were arrested. On 27 September 2019, they were found guilty of conspiracy to commit burglary and causing an explosion with intent, and were sentenced to 18 and 15 years imprisonment.

#### Local Police Activity with OCGs

Gravesend CSU, Community Policing Team and PCSOs have been working jointly with HMRC, targeting gangs and OCGs who are selling illegal tobacco and/or cigarettes from several premises in the Gravesend area. Over the three days of activity 30kgs of tobacco and nearly 50,000 cigarettes were seized which carry an excise duty value of £27,000. One of the suspect's vehicles was also stopped and searched leading to the seizure of £16,000 cash under the Proceeds Of Crime Act.

In Tunbridge Wells a proactive stop and search by CPT officers resulted in three separate crown court hearings for Possession With Intent to Supply (PWITS) which were heard on the 22 August. The offenders received 3, 3.5 and 4 year sentences, respectively. Since August the Community Policing Team have successfully stopped numerous vehicles and arrested and charged 4 males for PWITS of class A drugs. Up to 156 wraps of class A drugs, a POCA seizure of £1,985 and four mobile phones were recovered as evidence of these offences.

A high risk East Division OCG member who has previously been targeted for drug supply and serious violent crime, until recently has effectively evaded being brought to justice for his offending. The VIT completed a domestic abuse investigation resulting in securing evidence that has led to the subject's conviction.

Medway CPT conduct regular welfare checks on vulnerable people within Medway. In September, a welfare check of a vulnerable female resulted in two county line drug dealers being found cuckooing her, both were arrested. They had large quantity of Class A drugs on them and both were also wanted on warrant. The vulnerable female was safeguarded, referrals made, and follow up visits continue.

Following an arrest of a male who was observed drug dealing in Gillingham, intelligence work was commissioned which identified the owner of the drugs line who was living in London. A warrant was executed at his address in October where he was arrested with drugs, cash, an air pistol, several large knives and the mobile phone used by the dealing network. He was charged with possession with intent to supply Class A drugs and possession of criminal property.

In October North Division officers stopped and searched a vehicle linked to county lines drugs supply. Two males were arrested for being concerned in the supply of Class A drugs and their home address searched where further evidence was recovered. One male was charged with being

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concerned in the supply of Class A drugs and Proceeds of Crime Act offences. The other male was recalled to prison until 2022 for breaching the terms of his parole licence.

One county line which had established itself within housing provided for vulnerable persons in Maidstone town centre has been disrupted. Arrests were made and the investigation identified that the home addresses of two vulnerable persons were being used as a base for the drug dealing. Young persons under 18 were travelling from London to organise and facilitate this activity. Eight individuals have been charged with conspiracy to supply drugs and await trial. Two young persons were safeguarded as a result.

Operation Eminent is the name given to Kent Police's plan to tackle serious violent knife crime.

From 14 June 2019 to 21<sup>st</sup> February 2020, the following have taken place:

Arrests	Warrants	Stop and Search	ANPR Stops	Cash Seizures	Total Cash Seized
2295	536	3010	616	307	£2,368,729.00

Drug Seizures	Weapon Seizures	NRM Safeguarding	MS1 Referrals
952	1121	68	25

The following are some of the significant incidents in relation to Operation Eminent:

- Warrants were conducted in Kent, Essex and the Metropolitan Policing areas, which resulted in 12 arrests, and ½ kilo of Cocaine and over £200,000 being seized
- £70,000 cash and 5kgs of Amphetamine were seized from an OCG
- A cash seizure of £69,000 was completed
- Weapons including pepper spray, an ASP, a Samurai Sword, a lock knife, a hatchet and CS spray were also seized

Kent Custody also works closely with investigative colleagues to ensure all opportunities to target organised crime and gangs is taken. Custody staff are trained to identify people who may be vulnerable to exploitation by Organised Crime Group or gangs, making the appropriate referrals and supporting partner agencies. Furthermore, Custody Officers understand the wider implications that organised crime and gang activity have on communities and will ensure that the period of detention when Organised Crime Group and gang members are detained has been maximised to enable an effective investigation to take place and help prevent further crime.

**6.2 Economic Crime Unit.** Within Fraud Teams a focussed emphasis is placed on safeguarding of victims who are predominately elderly and vulnerable residents of Kent. As well as regular victim interaction by the Officer In Charge, the Force work closely with external agencies and community safety units to ensure victims feel supported throughout a 'victim experience'.

Every courier fraud victim (whether subject of financial loss or not) will receive a visit from a PCSO offering prevention advice and safeguarding. In the event of a victim losing money then a 'golden hour' response will be adopted. Currently two officers a day are on standby ready to go out immediately to any banking protocol incidents in order to capture evidence as soon as possible.

Victims who have been targeted and subject of financial loss from courier frauds are very keen to support Police in order to attempt to capture couriers when they try and re-target the suspects.

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This puts the victim first and empowers them, re-installing confidence and allowing them to turn the table on suspects.

The Force recognise the impact on victims is immense, not only financially but emotionally. Therefore as part of the victim care they are referred to Age Concern, Community Wardens and Trading Standards who have their own safeguarding team who can 'target harden' properties with dummy or real CCTV and stickers etc. They will also install free of charge call blockers to prevent further suspects targeting them.

From a PREVENT perspective the Force participate in numerous presentations at various events including the National Trading Standards Conference. The media is utilised to maximise awareness which is believed to be the most effective platform to increase knowledge of current impacting trends. Such examples of this include ITV Tonight 'Courier Fraud Programme', BBC Radio 4 MoneyBox, CrimeWatch and BBC South East 'Inside Out'. As a response to these programmes Kent Police had many victims contacting us to indicate that they were not aware of these crimes and have received such calls.

Between 3 May 2017 and 1 August 2017, a family made false representations to NatWest Bank, namely that they had authority to transfer monies from victim's accounts into their own. Their benefit from conviction was over £250,000 and on 17 September 2019, a confiscation order was made and the judge ordered that all monies were to be paid back to the victim via compensation.

#### Cyber Crime

Since July, our prevent and protect officers in our Cyber Crime team have provided advice and support to 73 victims of cybercrime. Safeguarding presentations have been given to a number of wide ranging organisations including a chartered tax company, Wye NHS surgery staff, Bredhurst School and Golding Homes.

Kent Police works with the National Fraud Intelligence Bureau to identify the most vulnerable victims and to ensure that they receive appropriate safeguarding. Adult Intervention PCSOs assist in conducting face to face visits. Kent are also part of the cohort for the Home Office funded National Economic Crime Victim Care Unit (NECVCU) operated by City of London Police. This team assess all Kent victims of fraud and then provide a tiered response ranging from immediate referral to the Central Referral Unit for the most vulnerable to follow-up phone calls providing Kent specific sign-posting and safeguarding advice for those deemed less vulnerable. Three divisional based Fraud co-ordinators have been recruited in order to streamline these processes and to ensure that all fraud victims in Kent receive an improved service.

The HMICFRS reports Fraud: A time to choose and The Poor Relation have raised issues that had already been identified by SCD and work streams are already in place to address these. These include the recruitment of the fraud co-ordinators as outlined above and the introduction of a Fraud Protect Officer. Plans are underway to provide Fraud Protect seminars focussing on the elderly to provide safeguarding advice in order to prevent repeat victimisation. These seminars have been successful in the Cyber arena and by gathering elderly victims together it is hoped that this will help them to feel less isolated and more resilient. The Kent and Essex Economic Crime Unit will be working closely with Protecting Vulnerable People command to ensure that these new processes are embedded effectively and enhance other support being provided.

**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.

<b>Total Figures for POCA Boards Financial Year 2018/19</b>		
	<b>Kent</b>	<b>Serious Crime Directorate (including Essex)</b>
<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

<b>Figures for POCA Boards Financial Year 2019/2020 to date</b>		
	<b>Kent</b>	<b>Serious Crime Directorate (including Essex)</b>
<b>Confiscation Figures</b>		
Number of Orders	86	167
Value of Orders	£2,416,874.00	£4,795,083.00
<b>Cash Forfeiture Orders</b>		
Number of Orders	121	147
Value of Orders	£1,172,804.00	£1,358,956.00
<b>Cash Seizures</b>		
Number of Orders	270	345
Value of Orders	£2,645,639.00 \$72,000.00 €115,860.00	£3,397,892.61 \$73,200.00 €122,502.98

The following are examples of some cases of note in Kent within the last quarter:

A male was charged with 12 fraud offences, having been involved in selling fine wines and diamonds. He persuaded people to transfer money to him for him to invest but kept the money in his own account. A confiscation order was made on 27 September 2019 whereby the suspect was ordered to pay £46,196 in compensation to victims.

Another investigation has been underway relating to a wine investment scam, whereby the suspect was located at a hotel in London with large quantities of gold bullion, watches, silver coins, cash, and credit cards. On 6 September 2019 he was sentenced to nearly 4 years imprisonment, and on 30 October 2019, a confiscation order was completed for £927,725.14.

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### POCA Distribution

All cash seizures conclude with one of the following:

- POCA Confiscation (of which Kent Police receive 18.75%)
- POCA Forfeiture (of which Kent Police receive 50%)
- Misuse of Drugs Act (MDA) forfeiture (of which Kent Police receive 100% paid into the MDA fund)
- Powers of Criminal courts Act (PCCSA) forfeiture (of which Kent Police receive 100% paid into the police property fund)
- Part or all of the money could be returned due to insufficient evidence to proceed

It should be noted that the value of confiscation orders is what is granted at court, but is not necessarily the sum of money received by Kent Police for the following reasons:

- If there are victims of crime, an order will be made for compensation to be paid from Confiscation and monies returned to victims
- Whilst these sums are granted in court, it does not mean the subject has the funds to pay this amount immediately (i.e. could be equity in a house that has to be released or property, jewellery / watches etc) to be sold
- An application could be made by the defendant, at any time, to reduce the Order amount (usually this is because they show an inadequacy to pay)
- It can take months or years for monies to be paid as there is a whole enforcement procedure that needs to be followed
- When the money is actually paid, Kent Police will receive 18.75% of the total figure

It should also be noted that the value of the forfeitures is what is granted at court, but is not necessarily the sum of money received by Kent Police for the following reasons:

- There are appeal processes, which may lead to the Forfeiture being returned
- Monies are paid over to the Home Office after 30 days of the decision (in the case of a court Forfeiture) or 60 days after an administrative Forfeiture is authorised
- When the money is actually paid, Kent Police will receive 50% of the total figure.

### Crimestoppers

Kent Police receive Crimestoppers information via email or phone call, depending on the threat, risk and harm of the information being provided. On receipt, the information is assessed and if there is a high threat, risk or harm level, the information is placed onto the intelligence system and disseminated to those who require notification for action, which is followed up via a phone call. All lower risk information is placed on the system separately. If information from Crimestoppers is received out of hours, and is considered high threat, risk or harm, they are sent directly to the Force Control Room to raise an incident for action.

## **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 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.

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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 engage with local communities through a range of activities from foot patrol, 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 underestimated and below are just a few examples of the varied work undertaken on a daily basis.

PCSOs from Margate and Ramsgate have worked together to co-ordinate two all-out days in October in their respective towns to target antisocial street drinking within the Public Spaces Protection Order (PSPO) designated areas. A number of PSPO warnings were issued with alcohol confiscated and disposed of. This has had a positive impact on the quality of life of the communities residing within the targeted areas where there has been a reduction in street drinking.

In Ashford, rural PCSOs have held public meetings to invite discussion about local issues and offer advice on crime prevention. This included the theft of catalytic converters and thefts of tools from works vans. The PCSOs work closely with the Neighbourhood Watch Co-ordinator ensuring good exchange of information.

Recently, North Division's Town Centre PCSOs have liaised with retail partners after becoming aware of a burglary in progress. They quickly relayed the information they had to the CPTs, who were in the area conducting high visibility patrolling due to recent burglaries, and LPTs. Following an area search and pursuit, two offenders were arrested, a vehicle seized and a sledgehammer recovered. Both suspects were charged and remanded.

As part of our educational commitment to our local schools, CPT and the local PCSO presented a knife crime presentation to the Helen Allison School in Longfield. This is a school for young males who have been diagnosed with autism. Many of the pupils are from London and others are from all over Kent. The local Maidstone Youth Engagement Officer has also delivered training packages to local primary and secondary schools concerning knife crime and serious violence.

### Retail Crime

The Force is acutely aware that retail crime is not victimless, crimes against business not only impact our economy but they damage the prosperity and perception of local areas and communities. We are also aware of the growing concern amongst retailers that violence and abuse against staff is on the increase. To tackle some of these issues we have recruited a number of dedicated Town Beat Officers to increase our presence on the High Streets. These officers will not only deal with retail crime but become a familiar sight in our town centres. They will also tackle many of ASB and environmental crime issues that affect some areas.

The Kent Police Business Crime Strategy was refreshed this year and underpins our commitment to work in partnership with the business community. The strategy places particular emphasis on working with businesses of all kinds to help them prepare to counter new, existing and emerging crime types. Cyber-crime, organised crime groups, gangs, terrorism and human trafficking can adversely affect businesses including retailers.

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As always, our network of Business Crime Reduction Partnerships in Kent and Medway is key to delivering this strategy. They are present in most, if not all, of our town centres and work with the Force to reduce retail crime. As an example, one initiative aimed at reducing retail crime is the GLOW project a restorative practice initiative delivered by Business Crime Reduction Partnerships and designed to divert young people away from the Criminal Justice System. The scheme has the approval of the Kent Criminal Justice Board (KCJB). Initially a pilot at Gravesend the scheme has now been adopted by Maidstone and Dartford Business Crime Reduction Partnerships and it is hoped that others will follow.

**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 volunteer support officers and staff, work and engage with the local community in both urban and rural locations. Below are some updates on activity since the last meeting:

### Special Constabulary

The Kent Special Constabulary comprises of in excess of 270 specially trained volunteers who routinely give up their personal time to support the delivery of high visibility policing and deal with public order.

Operations continue whereby Special Constables are attached a designated district each month. 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. Recent work undertaken by SCs at Swanley achieved the following results:

- 1 Arrest (Breaching a restraining order - Domestic incident)
- 4 Assist Arrests
- 6 Investigations submitted
- Approximately 20 incidents attended plus 2 diary calls
- Intelligence Reports
- Mental Health Incident – 1 ½ hours
- 14 hours foot patrol
- Time dealing with a RTC – 1 hour
- 1 Field Impairment Test (FIT) – Negative
- 5 road side breath tests – negative
- 1 report for summons – Non Speeding
- Traffic Offence Reports (TOR) issued
- 7 verbal warning traffic offences
- 1 Speedwatch area visited that is making a lot of complaints from residents
- 1 Speedwatch letter delivered and another one attempted

A similar operation has been taking place which provides operational opportunities to police cadets. This includes visiting Speedwatch sites, foot patrol in town centres and low level incident attendance. This has been a trial and early indication shows it has been well received by districts and cadets participating in the operation.

Recruitment for Special Constables averages between 4-7 applicants per week which has been consistent now for 5 months. In the months August to October 2019, the Force received 101 Special Constable applications, with an increase in the success rate achieved due to the assistance provided by staff members within the Citizens in Policing (CiP) team.

There are currently 272 Special Constables with a new intake that commenced on 9 November 2019 which saw 25 new officers starting their training. The seamless transition from the Special Constabulary to the regular Force continues to develop, with 6 officers already on district, 16

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completed and a further 30 working towards the completion of Level 3 Specials training with the aim of becoming regular officers.

A number of Police Cadets have joined both the regular Force and the Special Constabulary and these volunteer sections will continue to be encouraged to apply, given the training that they have already undertaken within the Force.

#### Specialisms

The Special Branch pilot of training a Special within this field is now complete and a Special Sergeant has now been fully trained and accredited in the use of Schedule 7 of the Terrorism Act 2000 powers. He has undertaken a number of operational shifts and is now fully deployable and undertaken a number of Schedule 7 stop searches. He is the first in the UK to do this as a member of the Special Constabulary.

The Force now has 10 Taser trained Special Constables awaiting changes from the Home Office before they can deploy. This is also the first nationally.

10 Special Constables are trained as drone pilots and will support the Force Tactical Operations department in providing 24/7 cover throughout the year. Another 2 Special Constables are being trained as Police Driving Instructors with the assessment for selection taking place in November.

5 Special Constables now operate in the rural team with this likely to increase with the equine Community Police Volunteers (CPVs) soon to be trained and deployed.

Special Constables deployed in the Dog Section have also received additional specialist training to support firearms officers at incidents too.

#### South East 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 CPVs 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). This has seen KSAR operatives deployed to reduce the call demand regarding concern calls made to the FCR. With additional funding from the PCC additional vehicles have been secured for the police fleet to increase their capability which should see a positive effect in the future. The Force will continue to develop their volunteers' skills with the expectation that all of their staff will be qualified imminently with search training, conflict resolution and de-escalation training.

#### Community Police 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. 8 ready to deploy before Christmas, with a number of security CPVs already deployed. A recent incident in Maidstone involving a knife seizure saw a security CPV use their skills to manage a scene and protect the weapon until a Police Constable arrived. They referenced their training as knowing what to do and what was required.

The Citizens in Policing department are regularly contacted by other Forces around the country interested and seeking to replicate the Kent Police model. Whilst the training and selection is rigorous and can vary a lot depending on role, we hope to have over 300 CPVs in Kent by June 2020.

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### Volunteer Police Cadets

The Volunteer Police Cadets programme provides an opportunity for young people aged 13-17 to get involved in activities which support community policing and learn about responsible citizenship. There are approximately 350 cadets located at 10 units, Dover, Canterbury, Maidstone, Tonbridge, Medway, Sittingbourne, Swanley, Ashford, Thanet and Gravesend with a waiting list in excess of 408. Folkestone and Dartford will open in 2020.

Cadet numbers joining either the Special Constabulary or the regular Force continue to grow with 4 Special Constables who have already joined and 5 joining the regulars. The department continues to work with the Force more widely to look for appropriate opportunities for employment for Cadets that wish to have a career with the Force in any capacity. It has also now been agreed that they will be able to apply for a Police Staff Employee position after undertaking 2 years as a Cadet.

### Mini and Junior Cadets

Work is being undertaken to design the four nationally recognised strands of cadet volunteers. These 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. The Citizens in Policing team are working towards the Mini Cadets scheme launching in the autumn which will compliment other new Force initiatives. Gang Crime and County Lines have been identified as subjects they wish the Force to focus on during the 9 week training programme. Following the initial pilot the aim is to extend it to other schools in the county.

### Police Support Volunteers and Neighbourhood Watch

The Force has 167 active volunteers registered in providing support to Kent Police and this section continues to grow with more volunteer roles being created. Neighbourhood Watch Schemes have also with the greatest growth seen on the East Division with an additional 79 created this year.

### 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 Coordinator 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.

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

Division	Total Observed	1st Record Observed	Active Enforcement	Hand Delivered	Letters Sent	Unprocessed	Number of sessions undertaken
East Division	3966	2688	4	14	799	459	473
West Division	5630	3826	10	42	1152	592	805
North Division	768	545	0	1	145	77	123
Totals	<b>10364</b>	<b>7059</b>	<b>14</b>	<b>57</b>	<b>2096</b>	<b>1128</b>	<b>1401</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 Dog Section.** The Dog Section provides support to Local Policing Teams and specialists to locate and apprehend offenders and vulnerable persons as well as locating and securing best evidence, for example, property, drugs, firearms, explosive and cash. Dog handlers are tasked to identify and arrest offenders who are difficult to locate. This ensures they are rapidly arrested, reduces risk to victims and prevents further offending. The unit has policy ownership and Force oversight for Dangerous Dogs, which includes:

- Provision of specialist officers to support Sec 3 Dangerous Dogs Act (DDA) offences.
- Ownership, management and presentation at court of Sec 4B DDA civil cases.
- Provision of specialist Dog Legislation Officers for Sec 1 DDA dog identification and expert witness support.
- Training delivery to the Force to ensure a full understanding of the DDA and other offences.
- Maintenance and identification of investigation best practice.

**7.5 Tactical Firearms Unit.** The unit supports the Force priorities set at the monthly Force Tasking meeting in addition to its routine patrol activity, attendance at incidents and resolution of firearms incidents.

They support Local Policing Teams and other specialist teams in the apprehension of offenders which includes the tasking of armed officers where necessary to identify and arrest those offenders difficult to locate, ensuring offenders are arrested and brought to justice whilst preventing further offences and reducing any risk to victims. The unit routinely conduct high visibility directed

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patrolling to enhance visibility at key locations to reduce crime and provide visible reassurance to the public.

In addition the Tactical Firearms Unit also carries out the following activity:

- Concentrated dedicated patrolling in response to knife crime and related incidents.
- Local incident attendance when not deployed to spontaneous firearms incidents.
- Joint emergency service training to mitigate and deal with the threat of a Marauding Terrorist Attack.
- Working with external agencies for example, Metropolitan Police, National Crime Agency and UK Border Force, to tackle cross border crime.

**7.6 Roads Policing.** Kent has 6,126 miles of roads and 204 miles of motorways therefore effective roads policing is key to keeping people safe on the roads. The Force focuses on the fatal four offences:

- speeding
- driving under the influence
- seatbelt offences
- mobile phone use

The Roads Policing Unit (RPU) consists of 1 Police Inspector, 5 Police Sergeants and 45 Police Constables who operate 24 hours out of a single reporting base in Coldharbour, Maidstone and work 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.

All officers are briefed on offenders and Force priority targets and use targeted effective patrolling regimes across Kent in order to ensure the safety of road users and as a disruption tactic against criminals. Officers are advanced drivers who are trained in conducting pursuits when necessary and they regularly work with the National Crime Agency in relation to operations of illegal people trafficking and facilitation.

Within the RPU there is a bespoke Road Safety Team (RST) supporting the National Roads Policing Operations who work with various partners to safeguard the county's road networks and carrying out numerous operations throughout the year. They work with local neighbourhood officers proactively patrolling locations highlighted by communities as areas of nuisance vehicles and anti-social behaviour.

During Aug-Oct 2019 the Road Safety Team carried out the following enforcement activity:

	Speed	S/Belt	M/Phone	Careless	TOR	GFPN
Aug	184	26	31	14	29	138
Sept	46	22	20	23	30	87
Oct	24	8	18	7	28	162
<b>Total</b>	<b>254</b>	<b>56</b>	<b>69</b>	<b>44</b>	<b>89</b>	<b>387</b>

The RST have carried out numerous engagements throughout this reporting period. They have attended local events including the RNLI emergency services day and the Sunrise children's centre to educate children with special needs about road safety. They have continued to take Police Cadets out on road checks as well as taking probationary officers to carry out traffic stops as part of their training.

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The RST support the National Police Chief Council (NPCC) in respect of road safety campaigns and activity. During this reporting period there were three operations.

NPCC Speed Campaign August whereby the following activities were carried out:

- 2150 speeding offences including Camera Safety Partnership/RPU Specials
- 130 breath tests conducted
- 5 drug wipe tests conducted (1 positive sample)
- 258 Traffic Offence Reports for other offences

NPCC P2W Campaign September – motorcycle safety campaign whereby the following took place:

- 158 interactions with motorcyclists
- 30 advisory notices issued for traffic offences
- 15 Traffic Offence Reports issued
- 1 Negative breath test procedure carried out.
- 2 motorcycles seized
- 4 Vehicle Defect Rectification Scheme notices issued

NPCC Tyre Safety and Insurance campaign – October, whereby the following activity took place:

- Stopped 1249 vehicles
- Seized 83 vehicles
- Checked 936 vehicles' tyres
- 29 Advisory notices issued regarding tyres
- 31 drivers reported for tyre offences

The Commercial Vehicle Unit (CVU) run bespoke operations and during this reporting period carried out Operation Tramline, and Whistler. The CVU work closely with DVLA, Border Force and HMRC. Since Sept they have carried out bi-monthly joint operations involving Driver Vehicle Standards Agency and Highways England on the M2 and A2.

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 that are identified as posing the highest risk to others' safety on the roads. Subjects are categorised as; High, Medium or Standard dependent on the severity of the risk and their involvement in criminality.

The activity over the past 3 months is as follows:

Month 2019	H	M	S	Seized	Arrested	Stopped
Aug	3	2	1	2	2	4
Sept	4	3	0	0	0	0
Oct	1	0	0	1	0	1

The Serious Crash Investigation Unit (SCIU) attends all fatal collisions, all serious injury accidents as well as any serious police crashes. During 2019 to date SCIU has investigated 40 fatal collisions as well as 45 serious injury collisions.

Kent Police benefit from a Special Constabulary Roads Policing Unit. This unit consists of 20 officers. Between August and September 2019 the unit committed to 2,260 hours of their time

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and contributed significantly to supporting their regular colleagues, thereby enhancing road safety.

**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:

	<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	197
<b>Sep</b>	98	117	91	84	120	146	146	194
<b>Oct</b>	94	102	94	66	100	125	152	200
<b>Nov</b>	72	89	76	110	88	109	137	170
<b>Dec</b>	93	65	66	116	97	97	128	136
<b>Jan</b>	75	79	67	84	114	118	155	146
<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>1757</b>

The number of people detained under Section 136 peaked in October 2019 with a decline in numbers being seen in the following months of November, December and January. The figures are still generally higher than previous years and are some of the highest in the country.

Kent Police are taking part in a national piece of research sponsored by the National Police Chiefs’ Council to ascertain the reasons behind the high numbers of detentions across the country. In July an internal review was commissioned to better understand mental health demand for the Force. This established an evidence base of what is and is not working and together with partners the findings have been used to create an improvement plan, working with the NHS to provide better quality advice to officers dealing with people on the frontline, establishing alternative options to S.136 and revising all training for frontline staff.

The Data Sharing Agreement between police and partners is being enhanced to pool data, for example the conversion from s.136 detentions to individuals being detained under the Mental Health Act 1983. This allows greater accountability, identification of where decision-making can be improved and where opportunities lay. A new tactical delivery group has been formed called the Mental Health Crisis Care Pathway Group. This group allows for the efficient resolution of barriers

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to effective care of individuals in crisis and will include a review of the quality of advice provided by the dedicated '836' phone-line to frontline officers. Discussion at a senior level will be utilised to hold partners to account where barriers to improvement are not appropriately addressed by partners. Options are being explored with partners around the best model for street triage, drawing from experiences nationally, alongside contact centres and embedded triage services in the Force Control and Incident Room. Options for an independent scrutiny panel, similar to the out-of-court disposal panel, are being explored to review the effectiveness, proportionality and necessity of s.136 decisions to rigorously drive the quality of decision-making and the consequent response.

Opportunities to tackle repeat individuals who are being subject to s.136 powers are being progressed to identify and target through partners to provide an appropriate partner-led response to manage the support of these individuals. These responses would be tiered by priority, ranging from a full multi-agency response, for example for individuals with dual-diagnosis such as MH and alcoholism combined with other factors such as housing issues, through to simple referrals. These responses will be based around problem-solving approaches using the OSARA model (Objective, Scanning, Analysis, Response, Assessment).

The Force have been working with partners to develop 'Safe Havens' around the county. These will be facilities that officers are able to take individuals to, as an alternative to detention, where any mental health crisis can be de-escalated and officers will be able to leave the individuals in the care of the third sector staff at those locations, the first of which is expected in 2020.

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	Apr 2019	May 2019	June 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019
Average time spent at A&E for clearance/treatment	07.52	09.32	07:77	08:49	09:95	09:67	08:91	08:67	05.56
Average time to s136 suite when available (exc A&E attendance)	01.53	01:45	01:22	01:46	01:43	01:65	01:61	01:57	01:46

Average wait times at A&E continue to fluctuate 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. This data will now be shared with the Kent and Medway NHS and Social Care Partnership Trust to influence resourcing of Approved Mental Health Professionals.

## 8.2 Victim Justice Unit Update.

Since January 2019 Kent has made improvements within the Criminal Justice arena. The investment in our newly named Victim Justice Unit and the concerted effort across the Force to put victims and witnesses at the heart of the process has seen a positive change in the quality of casefiles officers submit to the Crown Prosecution Service (CPS) which has been recognised within our prosecuting region of Kent, Surrey and Sussex. Consequently, Kent is in a more positive national position with regards to prosecutions, through nationally published Prosecution Team Performance Management data.

Significant progress has been made with impressive tangible outcomes for performance. The unit has worked closely with the CPS and HM Courts and Tribunal Service (HMCTS) to improve a number of performance indicators which has seen the Force rise from 44<sup>th</sup> position nationally for National File Quality (NFQ) standing to 29<sup>th</sup>. It is hoped this recent direction of travel and improved performance will continue.

Other significant areas of improvement include:

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- Remand timeliness from 8% on time to 97% on time
- Compliance with Judges Orders from 79.1% to 94.3%
- Over 3,000 Athena tasks outstanding to 160 tasks outstanding
- Backlog of 250 postal requisitions outstanding to 8 outstanding
- 6.5% of guilty files submitted on time to 84% on time
- 0% of not guilty files submitted on time to 78% on time

This positive work has been achieved through the change programme in progress within the Victim Justice Unit at North Kent as well as local accountability through the now established Victim Justice Board and is driven locally through divisional staff applying scrutiny and quality assurance on a daily basis. The IT function 'Atlas' provides officers with an intuitive guide to casefile building and this has brought corporate guidance and support which is welcomed. Kent's Victim Justice Unit have been invited to present Atlas to Essex Police in December as they now seek to establish this and Norfolk and Suffolk are also attending. The Victim Justice Quality Performance Framework (QPF) now provides absolute clarity, which has been a significant step forward for the unit enabling accurate support which can be provided to appropriate departments, teams and officers across the whole of the Force.

The new operating model for the Victim Justice Unit began in December 2019, providing opportunities to increase efficiency and further increase the quality of service we provide to victims of crime. Kent continue to work collaboratively with our partners from the CPS and HMCTS to help improve performance across the full judicial process, in particular, targeting improvements in the time defendants plead guilty at the first court hearing through a bespoke plan that focuses on providing the best possible evidence at the earliest opportunity. These initiatives seek to reduce the time it takes to bring offenders to justice, concluding cases earlier and delivering speedier justice to victims of crime.

#### Custody

Kent Custody has introduced a new governance structure which focuses on the effectiveness of the first period of detention whilst a suspect is in custody. This approach assists to deliver a more efficient service to victims by bringing offenders to justice sooner. The Force is committed to working with a number of partners including Kent and Medway NHS and Social Care Partnership Trust and other support groups to identify individuals who are repeatedly being detained and seek to deter them from crime by providing enhanced support to those individuals who are at most risk of re-offending.

#### Witness Care Unit

The Witness Care Unit continues to deliver an outstanding service to victims and witnesses of crime demonstrated by the level of compliance against our strategic requirements.

The Unit has again received numerous messages of thanks from victims and witnesses, detailing how the service provided supported their difficult journey through the judicial process.

Moving forward the Victim Justice Unit and the Witness Care Unit are embedding a far reaching victim and witness strategy, examining how we better care and support can be provided to more vulnerable groups, such as older victims of crime and those victims who are living with mental health problems. This will also include the revised statutory requirements under the Victims Code of Practice. This new strategy will be a significant overarching programme reflecting the Force commitment to victims being at the heart of everything we do.

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

Jan-19 to Jan -20	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
January 19	25,483	99.30%	00:09	0.70%	33,654	90.41%	02:10	9.59%
February 19	24,860	99.21%	00:10	0.79%	32,185	88.78%	02:13	11.22%
March 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%
August 19	32,496	98.89%	00:14	1.11%	43,521	87.61%	01:58	12.39%
September 19	28,582	99.05%	00:13	0.95%	39,949	89.19%	01:48	10.81%
October 19	29,147	99.09%	00:12	0.91%	40,843	91.87%	01:12	8.13%
Nov 19	27,581	99.44%	00:09	0.56%	35,367	92.63%	00:54	7.37%
December 19	28,591	99.15%	00:11	0.85%	32,784	92.77%	01:11	7.23%
January 20	26,539	99.44%	00:09	0.56%	35,878	94.64%	00:55	5.36%

Call volumes have continued to rise with an additional 3,280 calls received (999s and 101) in January 2020 compared to the same period in January 2019 (5.55% increase). This has steadily increased throughout the 12 month period despite the increased opportunity for online reporting and live chat without which would likely to have yielded an even higher call demand.

Performance continues to show a consistently strong position month on month with some areas of improvement noted. January was a particularly strong month, with average call length reducing, call attrition reducing and an improving staff sickness picture.

#### Online Reporting and 'Click Before You Call' Campaign

On 7 August, Kent Police moved from using its own website to the Single Online Home website. This is a national website that allows members of the public to:

- Report a crime or an incident online
- Engage in a live chat with a member of the Force Control Room
- Report a Road Traffic Collision

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- Make an enquiry relating to a firearms license

More services will be coming on line over the coming months as they are rolled out.

Nationally, there has been a decrease in the number of people using Live Chat or Online Reporting. Kent has seen a similar drop in use, albeit early satisfaction surveys indicate that 90% of Live Chat users would use the service again and 86% would recommend a friend.

#### IMU Improvement Plan

IMU supervisors are actively reviewing allocation of work to staff to meet the changing demand over the course of the day. This can be affected by demand coming from the FCR or other parts of the business as well as IT issues and it is vital that the IMU reacts accordingly to maintain an effective service to the public and officers.

The IMU constantly looks for efficiencies it can make within its own processes to deliver better service to the public, either directly to the member of the public or via improving our service to officers. Examples include:

- Making it clearer to victims where emails should be returned to. Primarily this improves our service to victims but it is also more efficient for hub investigators.
- A trial is underway where a priority line directly into the IMU has been created for officers, to assist primarily with dealing with offenders in custody and/or urgent case file work.
- Changes in how the workload is generally managed, to provide more assistance to officers and improve the workflow. This also involves helping to deal with some historic data linking issues that the unit are working with the Athena team to address.
- A member of staff from the IMU now assists with the vulnerability hub and actively feeds back on how the processes within the hub can be improved and any vulnerabilities around crime recording can be identified

The way in which daily business is managed has allowed for opportunities to use staff differently and more effectively, with the aim of improving the service that is delivered to the public and officers.

**8.4 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 immediately 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.

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 and 'future-proofing' 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.

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The integration of Athena into HCL is the main focus of the programme at this point in time. The team is on the second round of testing and will report any issues or faults to HCL, who will further develop the app and release back to the programme team for further testing. This cycle will continue until such time as the app works without fault. It will then be released to officers across Kent and Essex along with a number of fixes to other areas of the application which will improve stability and functionality.

By conducting searches, checks and doing updates using Mobile First rather than via the radio or by going back to the station, officers have saved approximately 7,225 hours in October 2019. This is an increase of 578 hours saved compared to September, demonstrating an improved uptake in usage.

### **8.5 Emergency Services Mobile Communications Programme (ESMCP)**

The installation of a modern and adaptive new control room communications platform in Kent's control room is in progress, which will enable the control room to respond quicker and more flexibly to changing demands of frontline policing teams, for example in standing up dedicated resources to manage dynamic incidents and planned operations.

The first phase of readiness for the ESN (Emergency Services Network) has commenced with the upgrade of Kent's control room to ESN-compliant systems. The systems procured will enable far more flexibility in how control rooms are managed and will facilitate more efficient communications.

Other current local work streams include:

- Project modules such as governance, risk & issue management, benefits management, finance management are in place to support ongoing internal control of the project
- ESN enrolment process complete
- 5 of 6 Direct Network Service Provision (DNSP) control room to ESN connections for Kent and Essex complete; the last is a Kent satellite site that is in progress and expected to complete in the next month
- Coverage reviewed and Critical Operational Locations recently reviewed and collated to provide a 3ES submission
- Airwave sustainability programme underway in connection with in-force Airwave team
- Airwave menu services (additional provision of coverage in hard to reach areas) to be extended to end of regional transition

Principles for National Coordination have been agreed. Airwave costs mean that once agreed, pressure on forces to be ready to move to ESN will be intense. These principles enable oversight by the National Police ESMCP Coordinator to ensure a balance of individual decision-making within forces while reducing risk to the service nationally, with an integrated approach to ensure forces are ready to transition. Governance is through the Chief Constables' Reference Group who continue to work to minimise financial and other implications for the Service caused by delays in the implementation of the ESN. The seven forces in the Eastern Region, including Essex, continue to work closely together with the aim of progressing in a coordinated manner to transition to ESN. The Region is well represented nationally.

Work over the last 3 months has been focussed on extensive testing of the new control room equipment for use by the dispatching and contact handling staff. The new control room systems being installed are specifically designed to manage more than just telephony communication, meaning the control room will in future be able to manage communication such as text, webchat, email and even social media in much more efficient manner. This is intended to make those means of communications, and therefore the control room, much more accessible for the residents and visitors of Kent by the means that is most suitable for them.

**8.6 Innovation.** The Innovation Task Force (ITF) have continued to deliver on the projects set by the Chief Constable with 10 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:

**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 continues, the results of which will be monitored at the 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, Theft from Motor Vehicle and Theft (other). Retrospective case analysis and data testing has concluded on the former and has continued on the latter. Greater Manchester Police and Humberside Police have recently visited Kent with a view to replicate EBIT in their own Forces as a result of the successful outcomes in this Force.

**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. Work continues with IT partners to secure an appropriate software platform.

**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 and an IT solution is being provided through funding from the Home Office. Funding for the intervention programmes has been secured from the Police and Crime Commissioner and good progress has been made with Home Office partners and it is anticipated that a pilot programme will commence in the early part of 2020.

**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. Phase 1 of this piece of work has concluded, measuring consistency of call grading which will form the baseline for the second phase of enhancing the current resource allocation system in terms of prioritisation.

**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. The first phase has now been completed following analyses of over 1.5 million individual phone calls to Kent Police FCR over a 3-year period. Frequent demand calls have been categorised and an initial report with recommendations is completed. The findings will be discussed and presented to partners in order that a collaborative approach can be fostered for phase 2 of the project.

**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. The

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analysis is completed and a report is being compiled that will make recommendations to subject specialists bespoke to perpetrator categories.

**Police Vehicle Fleet: Effectiveness & Efficiency.** This new project seeks to review the use and availability of the Force's vehicle fleet. It will engage with officers and staff across the Force on practices around vehicle usage. It will also mine data analytics on fleet utilisation. It is intended that the project will suggest ways in which the Force can better exploit its fleet, making savings wherever possible.

**8.7 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.

November 2019 marks the first anniversary of Athena's implementation in Kent. Much has been achieved, notably a successful migration from our legacy system Genesis, including the back record conversion of data and images. With Athena Kent Police collaborate with eight other forces, bringing real benefits and providing the basis for information sharing as recommended in the Bichard Inquiry. It has already delivered major improvements to the sharing of information to protect children and vulnerable adults and, as more forces implement the Connect platform there are more opportunities to strengthen the handling of information across policing and other public services.

The number of cross border intelligence, investigation and arrests linked to records already within the system increases each month showing the tangible benefits of an integrated, multi force system putting victims and witnesses first, making effective use of the information and intelligence to protect them from harm. The product is still developing with further enhancements already planned. The accessibility to Athena via the mobile application, originally designed and built in house, enables officers to spend more time with victims and witnesses as they are able record, report, access and add information at the scene.

The successful upgrade in July brought some much required stability to Athena, enabling the force to move towards business as usual in terms of practice and process. A significant amount of officers in Local Policing Teams have only ever known Athena as the record management system. Performance is consistent, with Athena remaining stable and available. This has enabled the Athena Development Team to commence Athena drop-in workshops across the Force, providing the opportunity for officers and staff to raise any local issues or questions and be updated on the latest Athena developments.

There were however two periods of unplanned downtime in October which impacted on access to Athena as a result of work being undertaken by third party suppliers. The first was as a result of a power failure at the data centre where the Athena servers are held, which caused the servers to go offline and the second a power failure in a communications cabinet. Both incidents meant whilst Athena remained available it had lost its ability to communicate with the Athena Forces. Close monitoring and review of dependencies has been made to minimise and identify any future activity that may impact on the service. We continue to work closely with the Athena supplier, holding them accountable for the performance and stability of the system.

Athena continues to develop and the improved performance and stability continue. The Force continues to identify opportunities to make full use of and derive benefit from the data within Athena by assisting in initiatives to further support victims of crime via information sharing or analysis.

The introduction of Athena version 6 in the next financial year will provide an improved User Experience, a quick and intuitive User Interface, with reduced training through the Intelligence and

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Investigation processes. It will also enable the improved recording of legislative compliance and ease of provision of mandatory data.

## **9. Summary.**

The Force continues to perform well 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 the many challenges with new crime types emerging such as modern slavery, human trafficking and cybercrime. The Force continues to consistently 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.