

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

SAFER IN KENT PLAN: DELIVERY AND PERFORMANCE

Wednesday 12 December 2018

1. Strategic Overview.

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

The Police and Crime Plan set by the PCC in consultation with the Chief Constable is called "*Safer in Kent: The Community Safety and Criminal Justice Plan*" which sets out the priorities that will drive the work of the force, partners and the PCC's resources between 2017 and 2021, and the overall strategic direction for policing and community safety in the county.

The plan has six key priorities:

- Put victims first
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combat organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient and accessible 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 26 September 2018.

3. Putting Victims First.

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

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

A member of the public reported to police that her vehicle had been damaged and broken glass left outside of her property which she believed was hate related. An investigation took place however there was no CCTV, no identified suspects and no evident lines of enquiries for police to follow. The local Community Liaison Officer (CLO) initiated contact with the victim to offer reassurance and support, including signposting to other agencies. Despite there being no further lines of enquiry in respect of identifying a suspect, the CLO maintained regular contact with the victim providing reassurance in order that she felt safe in her own home. This activity has been well received with the victim of this crime stating they feel fully supported and valued.

In a further example, the conviction of an offender for multiple offences against a vulnerable female highlights the excellent service provided by the investigating officer. The victim reported that the offender had made threats to kill her, assaulted her and damaged her property. Whilst on bail for domestic abuse matters, the offender continued to contact the victim and was therefore charged with witness intimidation. Throughout the investigation, the victim was reluctant to engage as she was heavily pregnant with the suspect's child. This presented a challenge for the investigating officer to seek support from the Crown Prosecution Service (CPS) to continue the case without her support. The investigating officer worked extremely hard to resolve the issues and the matter was progressed to court. It was the support of the officer and Social Services working together that gave the victim the confidence to continue. The offender pleaded guilty in court to threats to kill, assault, stalking and racially aggravated harassment. In his summing up the Judge stated the offender was a man whose history identified him as prolific offender who had repeatedly committed serious abuse against a number of partners. He was sentenced to 4 years and 6 months imprisonment. The significant sentence imposed reflects the dedication of the officers involved who work tirelessly to support all victims and protect those who cannot protect themselves.

3.2 Victim Satisfaction. Victims of domestic abuse, hate crime and more recently rape and serious sexual assault are surveyed for their opinion on the service they receive from the initial contact through to being kept informed during the investigation, in order to ensure the force continues to offer and deliver a first class service to victims.

Surveys to end of the rolling year October 2018 show that victims of hate crime were satisfied with the overall service received in 77.2% of cases. This is a 3.3% increase on the previous quarter (rolling year to the end of June 2018). Comments from satisfied victims include that they were 'happy with the overall service', they were 'satisfied with how officers investigated their case' and that the police were 'very professional'.

The contextual data within the surveys are fed back monthly to senior leaders and their staff including CLOs to ensure any learning is translated into service delivery. Kent Police holds a Hate Crime Forum every quarter to focus activity in improving the overall service to victims of hate crime using contextual data and case studies to independently assess quality and opportunities to improve. These meetings are supported by our partner agencies and members from the Independent Police Advisory Group, where overall trends are discussed.

Victims of domestic abuse satisfied with the service they receive from Kent Police have remained consistently positive with the current satisfaction level for the rolling year ending September 2018 at 85%, an increase of 1% on year ending June 2018.

Surveys have recently commenced for victims of rape and serious sexual assault who are asked if they have been treated fairly. Particular care is taken to ensure these are conducted with extreme sensitivity to understand the service provided to victims. Initial comments show that victims were reassured, were listened to and felt they were believed by attending officers.

Surveys will commence for victims of residential burglary in early 2019.

3.3 Crime Data Integrity. The force is dedicated to ensuring that when a member of the public reports a crime it is recorded accurately in the first instance. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) have now completed both parts of their tier 2 crime data integrity re-inspection in Kent. Part 1 took place 1-5 October 2018 and focussed on an examination of crime reports and incident records to test technical compliance with the Home Office Counting Rules and National Crime Recording Standards. Part 2 took place 29-31 October 2018 and focussed on 'reality testing', conducting interviews with key staff responsible for performance and policy and practitioners on Division and other departments. We believe that both parts of the re-inspection went well, albeit HMICFRS will not be releasing their report detailing findings until February 2019.

3.4 Sexual Offences Liaison Officer. As highlighted at the last PCC Performance and Delivery Board, the force is investing in Sexual Offences Liaison Officers (SOLO) working with the Vulnerability Investigation Teams (VIT). The role of the SOLO is to improve victim/survivor service and ensure victims of serious sexual violence receive the highest standards of care and support throughout the investigation. This helps to ensure the best possible evidence is obtained to aid the investigation in support of any subsequent prosecution. SOLOs will provide direct one to one support to victims of rape and other serious sexual offences from the point of initial report until the conclusion of the court case, providing continued and professional levels of support to the individual, in collaboration with relevant support organisations, in order to enhance the victim's level of engagement, improve the continuity of evidence; the level of victim care and their experience of the investigation and court processes. The first tranche of SOLO officers have been recruited and following training deployed onto Divisions with effect from 19 November 2018. The second tranche have been recruited and will deploy to Division on 31 January 2019. SOLO Supervisors have also been recruited and are in post.

4. Fighting Crime and Anti-Social Behaviour.

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

4.1 Crime Performance Data – October 2018. All crime types have experienced an increase in the last twelve months up to the end of October 2018. All crime has increased to 197,860 offences; an increase of 23.5% on the previous 12 months, or 37,671 more offences.

- Victim based crime - 17% increase, or 24,322 more offences recorded in the rolling year to October 2018, with the force recording a total of 166,445 victim based crimes compared to 142,123 offences in the previous 12 months.
- Theft and handling - 7.3% increase (2266) compared to the previous rolling year totalling 33,398 crimes. Within this category, shoplifting saw a 9% rise with 1,041 more crimes reported.
- Vehicle crime - experienced a 7.8% increase with 802 more offences than in the previous rolling year, with 11,027 offences reported. The rise in vehicle crime was due to an increase of 227 theft of motor vehicle (TOMV) offences and an increase of 575 theft from motor vehicle (TFMV) offences.
- Other crime types have seen lesser increases such as criminal damage which has increased by 4.5% or 952 offences, whilst offences of theft of pedal cycle have reduced by 7.7% or 153 offences.

A large proportion of the increase is due to the recording of multiple crimes linked to a single incident and is a better reflection of the extent of offences committed against a victim to enable the appropriate assessment of any safeguarding requirements for victims and witnesses, as well as offering investigative opportunities.

Kent's arrest volume, for the rolling year to the end of October 2018 has remained consistent with 42,177 persons arrested compared to 42,251 last year; 74 less arrests (-0.2%). The charge rate for all crime has increased by 0.1% from 5.5% year ending July 2018 to 5.6% year ending October 2018.

Whilst the overall number of people arrested by Kent Police has slightly fallen by 0.2%, less people are being arrested for low level offences such as theft and shoplifting, however more people are being arrested for more serious offences, such as rape (74 more arrests or an increase of 7.4% to the rolling year end of October 2018), stalking and harassment (411 more arrests or 15% over the same period) and burglary (224 more arrests an increase of 52% over the same time period).

Due to changes in recording practises and improved quality of crime recording, there remains a legacy issue when comparing rolling year data sets. Currently increases are partly resulting in comparisons between two different recording standards. The force is likely to have two comparative years at the end of March 2019, dependant on any new crimes or amendments to the Home Office Counting Rules being introduced nationally.

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. Increases range from 142% to 255%, the average for England and Wales is 207%, whilst Kent's increase is 195%, which is one of the lowest increases of the 43 forces.

Kent has always had relatively low reports of burglary dwelling, for example in 2016, the average number of offences each month for the force was 410, which has risen in two years to over 500 reports. There are 13 policing districts in Kent and on average there are currently 17 offences of burglary dwelling reported each day, just over one offence per district. Due to the rapid expansion in housing, there are in excess of 10,000 more houses in the county than there were 2 years ago.

Burglary is discussed daily on each Division and there is real focus on this particular crime type. Burglary is one of a number of crimes which are referred to as Control Strategy offences which receive a priority response from the force. Where offenders are charged with burglary, a remand in custody is considered and where appropriate sought, in order to provide reassurance and safeguarding opportunities to our victims, ensuring that we continue to provide the very best possible service, and to prevent further offending.

One such example is the arrest of two offenders following a night time 'creeper' burglary. The victims at the address were asleep upstairs in the property when the offender entered the address and stole items from a purse and handbag which was left by the front door, along with the keys to the house and a car parked near to the property. CCTV identified 2 persons approaching the door and discarding a cigarette. As a result, cigarette butts were located and seized. Both suspects were identified from the CCTV following circulation on the police system and identified as prolific burglars. Both offenders were arrested, charged and remanded in custody.

Supported by the PCC, the Chief Constable has created a new dedicated proactive investigative team which will commence in March 2019. The Chief Constable's Crime Squad will consist of 32 officers who will bring investigative expertise to a number of crime types, in particular burglary. Each Division will have its own investigative team and offenders who continually commit these offences will be targeted by this new team who will work alongside their Divisional colleagues, in order to ensure that we continue to provide a first class policing service and bring offenders to justice

Following a burglary report, investigative officers ensure that all lines of enquiry are undertaken which are overseen by experienced Detective Sergeants. House to house enquires are undertaken and any intelligence received is prioritised for enforcement activity. Force policy dictates that all emergency calls, such as burglaries which are in the act of being committed are attended; non-emergency and online reporting burglaries are reviewed and assessed by a Detective Sergeant. All burglary offences which have lines of enquiry are attended.

Of the 3,509 dwelling offences recorded in the period 1 April 2018 to 31 October 2018, Crime Scene Investigators (CSI) have attended 2,871 scenes. There are a number of reasons why crime scenes are not always attended such as the offence was historic or the scene has been contaminated. From the 2,871 scenes attended by a CSI, 402 DNA submissions were obtained resulting in 99 suspects being identified, which equates to a 24.6% success rate.

All vulnerable and repeat victims of burglary are visited by a PCSO who offers reassurance, support and crime prevention advice. If there are concerns regarding individuals potentially being repeat victims of crime, then devices such as cameras are deployed. Other tactical options include the use of Smart Water, which is automatically detected when individuals enter the custody area. PCSOs will also visit neighbouring properties to offer crime prevention advice and reassurance.

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

As a result of the funding made available by the PCC through the increase in precept, the RLT have recruited an additional six constables and all but one have commenced their new role. The increase in resources ensures daily rural police capability all year round, providing communities with improved continuity and accessibility to specialist rural officers.

Rural officers have conducted proactive operations with Community Policing Teams (CPTs) and Councils in Maidstone, Sevenoaks, and Medway to tackle the anti-social issues of organised fly-tipping. This has resulted in vehicle seizures and fines exceeding £2,400.

The seasonal offences of poaching are occurring countywide and the RLT have had successful outcomes through planned anti-poaching operations. In October, rural officers located three poachers in Thanet which resulted in evidence being secured, a summons to court and their vehicle being seized. Two poachers in Ashford and Canterbury were issued Community Protection Warnings (CPWs). In September, Margate Magistrates found two offenders guilty of poaching and hunting mammals with dogs. A Criminal Behaviour Order (CBO) was applied for upon conviction and on 22 October a 3 year CBO was received that has restrictions relating to further offences. This is the first CBO given in Kent in relation to poaching. A breach may result in a custodial sentence.

On 8 November 2018 Kent Police took part in the National Rural Crime day of action with 15 rural police officers working alongside rural communities in Swale and Maidstone. The operation provides a strong visible policing presence in remote rural locations throughout the hours of darkness. With the local community calling officers with information, many vehicles were stopped including a vehicle containing 5 males with lamps, catapults, ball bearings and pheasants. Offence summons were issued at the scene.

The GLT have continued arresting some of the most wanted serious and organised criminals in relation to murder, drugs supply, human trafficking, money laundering and fraud. Their specialist skills in arresting organised criminals are regularly used across departments for enforcement.

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

In the East of the county, local officers identified a crime series where mopeds were being stolen and ridden dangerously, in an anti-social manner, and then burnt out. The Thanet CSU undertook a number of proactive operations, utilising assets from across the force. This included the deployment of the drone by Tactical Operations who were able to record and observe the location of the offenders at a safe distance. This tactic proved to be extremely beneficial, averting risk to officers, riders and the public. Officers were able to observe the motorcycles and co-ordinate a strike phase. This resulted in the recovery of a stolen motorcycle and the arrest of two persistent juvenile offenders who were subsequently charged. The media and local officers have highlighted this latest work to ensure the public are reassured.

The Swale CPT undertook a visit to an address in Sheerness following reports from local residents of drug dealing. Police conducted house to house enquires in the area to establish a time frame and description of offenders and attended the address. Police made an arrest of a known gang member from London for possession with intent to supply Class A drugs. A large quantity of drugs and cash were seized and the offender is currently on bail, with charges anticipated. Since the arrest CPT Officers have revisited the area and spoken to residents who have confirmed that the issues have now stopped and that they feel safer in their own homes as a result.

Following some excellent work by a LP Sergeant, a total of 45 offences of shoplifting amounting to over £4,000 in stolen goods were linked across three districts in the West. The LP Team began to collate the evidence from across the county whilst also developing a plan to locate the suspects. This was successful and the suspects were charged with 89 offences and remanded in custody. One offender received a 360 day imprisonment having pleaded guilty, another has entered a not guilty plea, the Crown Court trial commences in December 2018. Whilst this is significant in terms of detection and intervention, the real achievement is the reassurance and support demonstrated to the local community and businesses. The owners of one shop commented that they were exceptionally pleased with the work and commitment of Kent Police.

Local teams also undertake proactive work in an attempt to prevent crime and anti-social behaviour in local areas. Examples include an outreach programme utilising Early Help and Local Youth provision in Maidstone concentrating on areas within the district that are subject of high reported youth related issues. The programme proactively engages with youths and encourages them into more structured environments and clubs. Operations in the North of the county have been undertaken in direct response to concerns raised by residents and local Councillors regarding drug supply, anti-social behaviour and violent crime. The crime reduction and high visibility initiatives at key times provided reassurance and deterred further criminality from taking place resulting in increased public confidence and a reduction in reported issues. In the East, local officers and PCSOs have engaged with the Nepalese community to provide reassurance and crime prevention advice during cultural festivals to reduce the risk of victimisation through raised awareness.

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

Enquiries around a series of violent thefts from mobile phone shops led Hub Investigators to identify a series across several forces around the country. Investigators worked with officers from other forces which led to the correct identification of a suspect who was currently in custody having given a false name on arrest in Kent. The male had committed further offences in Kent and was remanded as part of a wider investigation.

A member of the public with thousands of social media followers was being stalked on her twitter account. The victim was understandably concerned. Through thorough investigation, the suspect was identified and the report allocated to the local policing team. Contact with the victim by the Hub continued by email. The victim was so happy with the result that she tweeted the following to her 32,000 followers: "I have to say I've found the police to be incredibly supportive ... I've been incredibly lucky with my police force, who not only took me seriously, but kept in constant contact, checking in to make sure I was okay and keeping me updated on every stage of the investigation"

5. Tackling Abuse, Exploitation and Violence.

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

5.1 Modern Slavery and Human Trafficking (MSHT). As part of the Serious Crime Directorate (SCD) review, the force will be developing the dedicated Modern Slavery and Human Trafficking Team which will further the work being undertaken. The team will investigate the more complex slavery and trafficking offences and be the force lead in this area, providing advice and support to other investigators. The team, when formed will work closely with the Prevent and Protect Officers for Modern Slavery and the Victim Navigator who will be supporting victims.

During the period 1 January 2018 to 1 November 2018 there have been 151 crimes recorded under MSHT; currently 44 of these remain under investigation due to their complexity. The identification and safeguarding of victims remains the priority and during the same period, 108 victims were referred to the National Referral Mechanism (NRM) and therefore safeguarded.

Disruption activity continues; in Medway, uniformed officers attended a suspected brothel. Three persons were found at the address and one disclosed she was a sex worker; the remaining two individuals were arrested. A further warrant was executed at an address in the Metropolitan Police Service area and 17 Chinese nationals were found living in a 3 bedroom dwelling. The force is now working with UK Immigration Services to find out their status and ensure they are safeguarded accordingly. A further 2 warrants were executed in the North Kent area and individuals were arrested and charged with trafficking and prostitution offences. To date, 6 offenders have been charged with trafficking and prostitution offences, 4 are currently remanded and 2 are on bail awaiting trial in January 2019. Further work is ongoing in collaboration with the National Crime Agency (NCA).

Project Aidant is an NCA led project supported by Kent Police to target MSHT. As part of ongoing activity a number of brothels across Kent have been targeted for enforcement and safeguarding, this resulted in:

- 8 warrants executed;
- 4 arrests for controlling prostitution;
- 7 suspected sex workers identified, visited, safeguarded;
- 3 arrests for immigration offences; and
- 3 arrests for other offences.

The Chief Constable recently held a large scale leadership event on the Control Strategy theme of MSHT. It offered a unique opportunity for frontline officers and staff to listen to the thoughts and personal experiences of dealing with vulnerability in the form of MSHT and explored how to enhance support to victims through leadership and interaction within communities. The agenda for the day included presentations from Kent Chief Officers and the national lead on MSHT. In addition, we were very fortunate to have two guest speakers, one of whom was a survivor of MSHT and bravely shared her experience and thoughts; the other was the former officer who was instrumental in helping her. The day was a huge success and attended by over 500 frontline officers and staff.

The feedback following the event was overwhelmingly positive and included responses such as:

- "After 30 years of policing I wasn't expecting what I saw and heard. It is always truly inspirational when you see how a person, who has suffered so badly, can turn such a damaging and painful experience around and beam positivity and make such a difference."
- "Hearing about the impact that one meeting from a DC had with a vulnerable victim instilled in me the importance of a first impression."

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- "An incredible speaker with a strong message of how to get it right when officers engage with victims of crime."
- "I can honestly say that this Leadership Event was one of the best I have been on.....it made me proud to be a Kent officer. I feel I have more awareness which will lead to safeguarding more victims and bringing offenders to justice. A brilliant, worthwhile event and shows how ground-breaking we are as a force. "

The unique and invaluable experiences of these guest speakers cannot be underestimated, in ensuring that officers and staff can continue to provide a quality service, putting victims and witnesses at the heart of everything they do.

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 new horizon policing model.

The Multi Agency Sexual Exploitation Group (MASE) chaired by the Kent Police strategic lead for child sexual exploitation (CSE) meets quarterly and compares activity against the CSE action plan. The same DCI chairs monthly meetings with the MCET Detective Inspectors to ensure best practice and compliance with the CSE action plan. Below are some examples from the MASE Tactical Assessment document used to focus the group:

- Maidstone – 2 charges against the same defendant for child abduction which resulted in a remand and guilty plea at court; defendant again remanded and awaiting sentencing. Investigation featured in local paper.
- Canterbury – 18 year old male arrested for rape after meeting a 12 year old following Facebook contact, investigation is ongoing.
- Swale– arrest of an 18 year old male for Abduction and Sexual Activity with a child, investigation is ongoing.

As part of the post implementation review of MCET, conducted in July 2018, it was highlighted that since their inception in September 2017, all Divisions, when compared against the same 3 month period in 2017, saw a dramatic decrease in the average time children were missing:

- West Division – 85% decrease
- North Division – 78% decrease
- East Division – 60% decrease

Actual numbers of missing children have risen slightly which was fully anticipated with the introduction of a dedicated focused team, driving public and partner confidence. Repeat missing incidences have also decreased by 5% across the county, and the number of missing children discovered by police is up 38%.

Local MCETs have a full safeguarding skill set and work with partners on a daily basis. This allows the early identification and safeguarding of vulnerable children and assists in bringing offenders to justice. An example of the work being undertaken by MCET is detailed below.

A missing person report was received by Kent from Thames Valley Police in respect of a 13 year old boy. On review it was clear, he was a typical example of a placement breaking down, having been released from secure accommodation and placed into a foster placement he did not like. He went missing and began a relationship with a Thanet child. Ordinarily a child going missing for any lengthy period would begin to escalate risk however as a result of the MCET officer's persistence and careful handling we were able to contact him on a daily basis. He would engage and arrange to meet which allowed officers to assess that he was physically unharmed and his appearance demonstrated that he was being housed at an undisclosed location. Work is ongoing with the necessary agencies on a long term solution for this child however as a result of the consistency provided we have been able to build trust and effectively manage risk.

5.3 Protecting Vulnerable People. The force has been working in partnership with Early Help and Preventative services at KCC to understand the effectiveness of our approach towards young people who offend. As partner agencies we identified this as a priority to be completed, to inform the work of the County Youth Justice Board. With the management information team at KCC we have identified a cohort of young people who will be included in the analysis, (there are approximately 100 young people who turned 18 in the year after their Youth Justice order ended). We are aiming to know which of the cohort have offended, the number of offences and the seriousness of the offence(s), so that we can identify both the rate of offending as well as the frequency and severity. This will then inform us around services that need to be commissioned as well as a more joint approach across public protection, partnership and KCC to address violence and offending.

Locally, Divisions are committed to developing and supporting staff who regularly investigate rape and serious sexual offences in order to ensure victims receive a first class service. East Division made contact with Dr Zoe Lodrick MSc. BA Hons, a registered psychotherapist and an experienced trainer and consultant who provides training to professionals who work with victims of sexual abuse. The division organised a training event delivered to over 150 investigators across Kent Police covering topics such as victim vulnerability, offender behaviours and how to enhance evidence gathering and presentation. This was followed up by a bespoke training session to Detective Inspectors and Sergeants on investigative mind set – advances in forensics – case file quality. The event was designed to refresh the officer's knowledge and raise standards of investigation to deliver a first class service to victims of rape and serious sexual offences.

POLIT officers arrested a 24 year old male from the Herne Bay area following the execution of a warrant at his home address in July 2017. The investigation was raised after information was received that the males computer was being used to access indecent images of children.

In interview the male, Jordan Ryder denied the allegations, claiming to be an online troll who was trying to get a reaction from others as opposed to having an interest in children. Nevertheless, child protection referrals were completed and shared with Social Services, a strategy discussion completed at the Central Referral Unit (CRU) and a joint visit agreed to visit the children with whom he had contact. Officers from the Vulnerability Investigation Team (VIT) carried these out locally with their Social Services colleagues.

The children in question were 5 and 8 years of age during the relevant period. No disclosure was initially forthcoming from them, but proportionate disclosure was given to the parents as well as safeguarding advice and support to allow them to make informed decisions. Ryder's computer was forensically examined and indecent images of children were discovered. He was re-arrested in September 2017 and admitted downloading the images. The parents of the children then contacted police to report that their daughters had disclosed sexual offences by Ryder. He subsequently admitted that he was a paedophile and had a long standing fixation with young girls and had been accessing indecent images of children for over 12-years. Specialist officers from POLIT and a child intermediary carried out the interviews of the children under controlled conditions reserved for vulnerable child victims, and both victims disclosed their sexual abuse at the hands of Ryder.

In total 194 indecent images of children were found on Ryder's computer. 24 were considered 'Category A' images, which are deemed as the most serious level. On 12 June 2018 Ryder was charged with three sexual assaults against girls under 13-years, three counts of inciting a child to engage in sexual activity and three counts of making indecent images of children. He appeared before Canterbury Crown Court on Wednesday 15 August 2018 and admitted the offences. He was sentenced to a total of 9 years 9 months custodial, with a 5 year extended licence.

The offences were unearthed following a thorough investigation by detectives from POLIT assisted by the Central Referral Unit and Canterbury Vulnerability Investigation Team who worked tirelessly to present the best possible evidence to the CPS in order to assist in delivering justice to Ryder's young victims.

5.4 Domestic Abuse. Over 34,000 offences relating to domestic violence were reported in the rolling year to end of October 2018 and this volume combined with more accurate recording has led to the percentage of charges decreasing from 12.0% to 8.0%, despite arresting over 14,000 people for domestic assault related offences. Officers are focussed on ensuring that victims are safeguarded, in particular those who are more vulnerable. Many victims contact the police with no intention of supporting a prosecution, however they contact police and are signposted to a network of support services. There have been 34,074 offences of domestic assault reported in the rolling year to end of October 2018, and in 17,680 cases the victim did not want to support a prosecution.

There are 627 offences of domestic assault which the police cannot proceed with, as the time limit has expired. The police have six months to investigate and lay a charge for an offence of common assault due to the statutory regulations, however a number come to police notice after the 6 month period has elapsed from the crime being committed to it being reported.

5.5 Violence Data. Violence against the person has increased in this period with 20,579 more offences, which represents a 36.4% increase. There have been 8,657 more offences of violence without injury and 9,613 more offences of stalking and harassment. The charge rate for violence against the person has decreased by 0.1% from 5.2% (July 2018) to 5.1% (Oct 2018), however the charge rate for violence without injury has increased from 4.2% to 4.7% over the same time period.

The force has published a Serious Violence Strategy which underpins the themes that feature in the National Serious Violence Strategy and the PCC's Violence Reduction Challenge. The strategy ensures as a force we are at the forefront of tackling the crimes that have such great impact on those affected, both directly and indirectly. The overarching message within the strategy is that our response to serious violence requires a multi strand approach and will be a joint endeavour across Kent Police together with our partners in Kent. The force will deliver an effective response to serious violence by adopting the nationally recognised 'four pillar' approach of Prevent, Protect, Prepare and Pursue.

The Protecting Vulnerable People Directorate are working jointly with NHS South Coast Clinical Commissioning Group to scope work that has been on-going in Scotland in respect of their 10 year crime reduction strategy. The objective is to work through how within Kent we can learn from their work and bring the business benefits to Kent and Medway to tackle knife crime, gangs, drugs and to reduce serious physical and psychological harm. We are looking at how they manage their domestic abuse perpetrators in their multi agency tasking and coordination process and if this could fit with our current Integrated Offender Manager (IOM) work, as well as the development work being undertaken by the Force Innovation Task Force and partners.

6. Combatting Organised Crime and Gangs.

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

6.1 Organised Crime Groups (OCG). Operation Scorpion was implemented to deal with and enhance our local to global response to OCGs. The OCG mapping process is now completed through the Eastern Region Special Operations Unit (ERSOU) which provides a co-ordinated approach and detailed intelligence picture ensuring that the OCGs causing the most threat, harm and risk to Kent are scored appropriately.

The force has dedicated OCG Co-ordinators who have responsibility for arranging the strategic and tactical response in relation to the 4P approach (Prevent, Prepare, Pursue and Protect) to tackle OCGs in line with national policy, working with district Chief Inspectors and district Community Safety Partnerships to develop consistent plans force wide in order to maximise opportunities to disrupt and dismantle OCGs and prevent people joining OCGs.

There are currently 36 active OCGs across Kent, the majority of these are owned locally. During the period April – October 2018 there have been 192 OCG disruptions, with 7 of these being categorised as a major disruption.

A recent example of disruption activity was the stop of a lorry at the Dartford Crossing following intelligence from a partner agency. A search of the lorry container was carried out when the driver was unable to provide sufficient information or relevant paperwork relating to his load. Several pallets holding boxes of rabbit hay were found but with the assistance of a police dog, cannabis with an estimated street value of over £10 million was seized. A seizure of this size will have damaged the OCG and prevented further distribution of this commodity into our communities. As a result, one offender was sentenced to 9 years and 8 months and another to 9 years for their part in this criminal activity.

Locally, CSU officers continue to ensure meaningful safe and well visits are undertaken to victims at risk of “cuckooing”. This intelligence led approach has led to the execution of warrants with the seizure of drugs, weapons, arrests of known OCG members and closure orders being issued. As a result, these addresses are no longer available to be “cuckooed” with the occupants supported, protected and empowered.

6.2 County Lines and Gangs. There are currently 243 mapped nominals attributable to 35 active county lines and 2 local gangs. 58 of these mapped nominals are currently in custody. 117 reside in Kent, of which 14 are or were known active gang members in London. The force area is affected by 22 London based gangs, although this is anticipated to be an underestimation due to the lowering age profile and minimal offending / intelligence histories of offenders.

Local gangs are mapped, scored on a harm matrix and allocated a local Lead Responsible Owner. Each has a Prevent, Protect, Prepare and Pursue plan. Significant disruption against these gangs means that home grown gangs have reduced. This continues to be monitored to ensure any new threats are quickly identified.

In support of the National Crime Agency’s (NCA) county lines focus, the force supported an operation in early October 2018. The objectives were to create a hostile environment to county line organisers by proactively targeting line holders. The approach taken by Kent was to build conspiracy cases against line organisers and their networks. As a direct result of the operation 20 arrests were made, 10 county lines assessed as causing significant harm to Kent were targeted, a large number of drugs and cash were seized, three vulnerable people were identified and safeguarded, a cuckoo address was identified and a number of additional county lines were identified.

At a local level activity to disrupt gang activity continues to take place. A gang was mapped within the East of the county which was predominantly made up of young people who had been exploited by county lines in the local area. The youths had been trafficked to supply drugs and there had been an increase in violence. The arrest and imprisonment of a key gang member and significant disruptions and interventions by the CSU and MCET has reduced the gang numbers significantly resulting in a considerable reduction in activity. The force has seen some of the young people re-enter education and some children placed in care outside of the area to break the cycle. Work continued to identify individuals who may look to fill the void created and the focus moved to a male who has himself been exploited and now seeks to exploit young people. This male has subsequently been subject to a warrant and arrested. It is anticipated the gang will require a further re-score in due course due to the significant activity undertaken as their gang activity appears to have ceased.

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.

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POCA Confiscation (April 2018 – 14 November 2018) - money found in possession of offenders on arrest:

	Kent	Serious Crime Directorate
Number of Orders	75	137
Value of Orders	£813,919	£1,690,168

POCA Forfeiture (April 2018 – 14 November 2018) – Court decision to retain the confiscated assets:

	Kent	Serious Crime Directorate
Number of Orders	26	41
Value of Orders	£183,148	£360,737

Cash Seizures (April 2018 – 14 November 2018)

	Kent	Serious Crime Directorate
Number of Orders	135	170
Value of Orders	£959,456.21 €109,500.00	£1,207,440.21 €154,300.00

In a recent operation, a mother and son who had flown into the UK and attempted to leave via a car ferry 36 hours later were stopped, and £41,000 cash and a vehicle seized. Both mother and son were found guilty of money laundering and sentenced to 3 years and 6 months and 3 years respectively.

7. Provide Visible Neighbourhood Policing and Effective Roads Policing.

Providing visible, local policing at the heart of our policing model remains a priority for Kent Police. The challenge however is clear in respect of maintaining a visible presence balanced against an increase in demand and our focus on vulnerability and hidden harm.

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 in 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 over 300 PCSOs, 82 of whom sit in specialist roles covering youth engagement, vulnerable adults and domestic abuse.

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

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

The importance 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.

The Vulnerable Adult Intervention PCSOs have been visiting vulnerable and "at risk" groups following referrals in conjunction with reports of fraud or banking anomalies. There have been several examples where interventions have been made to reduce the harm caused, such as the safeguarding of a vulnerable victim of fraud. In this case the offender, purporting to be a taxi driver, had driven the elderly, vulnerable victim to the bank to withdraw £5,000. The PCSO conducted a proactive investigation which led to the victim receiving a refund from the bank after the PCSO highlighted the victim's vulnerability. The matter is now being investigated by the Volume Fraud Team. Local CSUs have undertaken a local campaign to reduce the risk of victimisation in the local area.

Following a number of complaints of speeding, PCSOs made contact with the affected parishes and asked them specifically where speeding was an issue. Based on the returns PCSOs have deployed to the areas and fed back to them on the extent of any speeding issues. Most, if not all deployments, have been posted on social media over the past few months to ensure the information reaches the local community and they can see the activity being undertaken. Data has been passed to Speedwatch and warning letters produced regarding those found doing excess speeds in controlled areas. It has also provided an opportunity to feedback to the communities who may have a perception that excess speeding is taking place but the data reveals this is not the case. This has been positively received in the local communities.

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, Cadets, Community Police Volunteers and volunteers support officers and staff, working and engaging with the local communities.

The force has 273 Special Constables based on districts who in the last three months have provided over 23,000 hours of operational support and visibility across Kent.

The Cadet scheme continues to grow with 421 cadets located across the force and a waiting list of over 350 children. Units are located at Maidstone, Canterbury, Dover, Tonbridge, Medway and Gadd's Hill and more recently Sittingbourne and Swanley, with Ashford opening in December 2018.

Over 200 individuals volunteer across the force in a variety of roles and provide an average of 1,200 hours per month around the county. Work continues to provide volunteers to teams under New Horizon including Missing Children Exploitation Teams and the Wanted Person Bureau.

The force has five Community Police Volunteers (CPV) located at Maidstone who have completed their initial training and have almost completed their operational phase of development. Recruitment for further CPVs has now commenced force wide, with over 40 people registering an interest. Training for the new intake will commence in February 2019.

The Kent Search and Rescue (KSAR), one of the force's external volunteers, recently supported Kent Police search technicians during a very demanding, extensive search, as part of an investigation into the disappearance of a local female.

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.

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Officers within Firearms and Dog Section regularly undertake proactive taskings 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 taskings and engagement activity such as the delivery of education messages to young people across Kent on road safety issues.

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

As detailed in previous submissions to the PCC Performance and Delivery Board, the uplift in resources funded by the PCC, has allowed for the recruitment of a bespoke Road Safety Team (RST). With the exception of the Sergeant, the team will commence on 1 December 2018. Following agreement from the Strategic Change Board, consultation has begun concerning incorporating the force’s safety camera vans into the RST to enhance the commitment to local partnership and CSUs whilst being able to respond to spontaneous road safety related matters.

The team’s focus, will be the “fatal four” and the increase in the fear of detection, which, in itself has been proven to lead to a reduction in offences; they will also complement the PCC’s Safer in Kent plan in relation to vulnerable road users. Deployments and requests for assistance will be predicated upon threat, risk and harm supported by analytical data to maximise efficiency and effectiveness.

Enforcement activity in relation to road safety by officers in Kent is outlined below.

Officer Issued Notices						
Jan - Oct	Speed	Insurance	Mobile Phone	Other Endorsable Offences	Total Endorsable	Seatbelts
2018	800	1789	952	1467	5008	442

Drink and drug drive data is as follows:

Jan - Oct	Drink Drive Arrests	Drug Drive Arrests	Fail to Provide Arrests
2017	1353	192	63
2018	1381	236	87

Through the Road Safety Coordinator, the RPU continues to use intelligence to identify those who pose the highest risk to others’ safety on the road. Subjects are categorised as; High, Medium or Standard dependent on the severity of the risk and their involvement in offences pertaining to criminality, especially when in contravention of the Control Strategy. The cumulative data is as follows:

Month 2018	High	Medium	Standard	Vehicles seized	Arrested	Stopped
July	5	1	2	1	1	6
August	1	2	2	3	3	4
September	2	4	1	2	2	4
October	2	0	1	2	2	4

Since July 2017, as a result of this targeted intelligence activity seven individuals have received imprisonment totalling 347 weeks and nine offenders have received suspended sentences totalling 305 weeks.

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In respect of road traffic collision data, the CRASH system data below details the cumulative number of those that have been killed and seriously injured (KSI) on Kent's roads. Analysis at this time does not show any discerning pattern of behaviour in relation to collisions other than a slight rise in elderly drivers in automatic vehicles, but research shows that 95% of collisions are due to driver behaviour.

Jan - Oct	Fatal	Serious	Slight
2014	43	547	5321
2015	41	551	5007
2016	38	764	4850
2017	45	713	4700
2018	47	462	2969

The Serious Crash Investigation Unit (SCIU) attend all serious injury (life changing, loss of limb, paralysis, serious neurological injury) and fatal collisions. SCIU have attended 157 such collisions this year (January 2018 – October 2018).

The RPU continue to deliver the National Police Chief Council (NPCC) Calendar with the Commercial Vehicle Unit (CVU) supporting other law enforcement agencies with regards to illegal entry into the UK and driving offences. In addition, the CVU continues to run bespoke operations utilising an unmarked lorry to detect distraction offences being committed by HGV drivers.

Kent Police continues to benefit from a Special Constabulary Roads Policing Unit and the development of a tasking system to allow for smart working in support of the county's needs for road safety. This system, supported by analytical data should enhance the support to local CSUs.

Recruitment for a Kent Partnership Coordinator for Road Safety is underway. This post will be the coordination for road safety related matters and focus for enquiries and assistance from local groups supporting those most vulnerable; Close Pass, Guide Dogs for the Blind, Elderly drivers and the like. The coordinator will be able to request assets to support, ensuring the most appropriate agency or agencies are engaged. This will prevent duplication and ensure consistency of message across partners.

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

Station	Sessions	Active Enforcement – passed to Specials	1st Record – Speeding (-50%)	Letter Sent MO2 – 2 nd time vehicle seen (-50%)	Letter Sent MO3 – 3 rd time vehicle seen (-50%)	Letter Sent FO1 - 1 st Time Excessive Speed (50%+)	Letter Sent FO2 – 2 nd Time Excessive Speed (50%+)	Letter Sent FO3 – 3 rd Time Excessive Speed (50%+)	Hand Delivered HD1 – 4 th letter
Ashford	37	0	141	16	0	7	0	0	0
Canterbury	44	0	213	23	3	10	1	0	0
Dover	130	1	717	65	13	33	5	0	3
Folkestone	98	0	429	36	4	17	1	1	1
Maidstone	99	2	349	59	8	18	4	0	1
Margate	18	0	95	3	0	6	1	0	0
Medway	1	0	14	0	0	0	0	0	0
North Kent	93	0	200	46	4	47	3	1	2
Sevenoaks	349	10	1891	381	86	213	53	12	12
Sittingbourne	64	0	308	27	6	15	1	0	2
Tonbridge	291	5	1943	324	54	94	8	0	12
Tunbridge Wells	303	6	1534	198	32	98	9	4	9

8. Delivering an Efficient Service.

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

Both the Chief Constable and PCC are committed to the continued drive for financial savings and efficiency gains in order to operate an efficient and effective police service.

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

	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Apr	93	96	87	73	80	96	117	146
May	117	105	103	102	84	138	144	143
Jun	111	100	132	91	94	107	129	144
Jul	104	78	134	107	94	120	147	159
Aug	122	90	113	103	99	116	151	166
Sep	97	98	117	91	84	120	146	146
Oct	91	94	102	94	66	100	125	152
Nov	104	72	89	76	110	88	109	
Dec	92	93	65	66	116	97	97	
Jan	100	75	79	67	84	114	118	
Feb	94	88	74	58	85	117	101	
Mar	97	112	91	73	93	117	148	
Total	1222	1101	1186	1001	1089	1330	1532	1056

Kent has experienced a 25.4% increase between the 2011/12 and 2017/18 financial years. There are no discernible patterns regarding days and times for the exercise of detention powers but areas with higher social deprivation tend to see increased numbers. Data is also collated regarding how long officers are waiting with patients for medical clearance or to access a place of safety, times shown are in hours and minutes (00:00) for this year:

Demand	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18
Average time spent at A&E for clearance/treatment	05:00	05:22	07:01	05:08	07:01	07:47	06:34	07:36	06:45
Average time to s136 suite when available (exc. A&E attendance)	01:18	01:16	01:55	01:48	01:25	01:50	01:27	02:47	01:48
Average time to s136 suite when not immediately available (exc. A&E attendance)	02:27	02:01	05:03	03:06	03:14	01:56	02:28	04:43	04:52

Delays tend to correspond to an increased number of detentions. With five Sec 136 assessment suites in the county it is often the case that there is not the capacity at those suites to conduct assessments in a timely manner leading to delays where officers have to wait at A&E for a suite to become available.

The demand related to mental health related matters continues to be high and is difficult to quantify due to the subjective nature of the application of mental health. The force continues to work with partners to ensure that the appropriate support is available for people who are in crisis as well as scoping new services that may assist vulnerable people. New services include the development of an alternative place of safety by East Kent Clinical Commissioning Group (CCG) which may help reduce the demand on policing. At the last Crisis Care Concordat meeting it was recognised that there is a need for a Crisis Care Strategy which will be a whole system review and will incorporate the NHS Sustainability and Transformation Plan. This work is being taken forward by the CCGs.

Joint training with Kent and Medway NHS & Social Care Partnership Trust on mental health awareness continues with 537 police officers and staff including 78 partner agency staff having received the training. All frontline officers and staff will attend the course over next two years.

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

Financial Year 2018/19	Call volume 999	Calls Answered	Average answering time (999) [mm:ss]	Call Attrition	Call volume 101	Calls Answered	Average answering time (101) [mm:ss]	Call attrition
April	25,701	98.89%	00:10	1.11%	42,540	78.06%	02:35	21.94%
May	28,203	99.13%	00:10	0.87%	46,534	78.84%	02:46	21.16%
June	28,386	99.39%	00:08	0.61%	46,525	89.85%	01:25	10.15%
July	32,593	99.30%	00:09	0.70%	43,568	92.95%	01:24	7.05%
August	28,839	99.56%	00:07	0.44%	39,141	95.27%	01:03	4.73%
September	27,497	99.60%	00:08	0:40%	37,454	94.57%	01:26	5.43%
October	27,659	99.02%	00:09	0.98%	34,773	93.62%	01:38	6.38%

Call performance has continued to demonstrate the sustained improvement evident since June 2018. The additional call handlers employed as a result of the precept increase are helping to achieve the significant increases in the percentage answered on both the emergency (999) and non-emergency (101) lines.

All additional staff funded by the PCC have now completed their initial training and are deployed on the operational floor. There they will continue to develop their skills with appropriate support on the pathway to becoming experienced call handlers.

The way that the control room staff work remains under constant review in order to ensure the best possible service to the public is achieved. Key to this is maximising the benefits obtained from the inter relationship between the different roles within the operational floor. For example, a team of staff who are utilised to review incidents that are awaiting attendance will move to assist with call taking during periods of peak demand.

This complements work recently undertaken to review the operating hours of the switchboard, as a result of which the hours of operation were increased to 10pm on Monday to Saturday and 6pm on Sunday in order to resolve as many calls as possible at the very first point of contact. Approximately one third of calls from the public, received by the police do not require a police response. This may be due to them either requiring only basic information, wishing to update an officer about an existing matter or reporting an incident that is not dealt with by the police. Training is ongoing for switchboard staff to equip them with all the additional skills and knowledge that they need to deal with the whole range of calls, thereby removing additional call demand from the operational floor.

Work in relation to dealing with and improving the service that is provided to vulnerable callers also remains a key focus within the control room. Focusing on those callers suffering from a mental health related matter, additional funding from the PCC has meant that the services of staff from MIND has been retained within the control room three days a week. The benefit of their presence is significant in relation to them being able to provide expert advice to call takers as well as to speak with some callers directly in order to offer support and signposting to other agencies or their own MIND run cafes that best suits their needs. This initiative also has the benefit of freeing up call taker and police officer time to deal with other calls from the public. During October 2018 the MIND team took 26 calls and spent 11 hours speaking on the telephone to people in crisis. They also negated the need to deploy a police officer to an incident on 8 occasions.

The 'live chat' functionality is due to go live on 13 November within the FCR. The initiative is intended to increase the choice of options which the public have to engage with the police service. The initial approach is a planned 'soft launch' in order to test the processes in a live setting followed by external communication advertising the service shortly after. It will be available to people seeking to contact Kent Police via the website.

8.3 Mobile First. Since the last update to the PCC Performance and Delivery Board, the 'Use of Force' form and 'MG11 Witness Statement' form have been made available to officers. Next month the restorative justice form and application fixes will be pushed to officers further enhancing the product. The mobile first team continue to work with developers HCL and in December we are expecting Stop and Search and Traffic Offence reporting to be made available on the mobile devices. As we increase the application this helps to deliver further benefits, increase officer efficiency and reduce returns to the police station.

In the last six months officers have conducted over 100,000 PNC checks on the mobile devices. This self-service transaction equates to a three minute saving per check for both the officer and the FCR. Officers have updated over 7,500 storm records saving two minutes on each transaction. Over 6,700 'Use of Force' forms have been submitted, the easy access and use of the form has helped contribute to increased compliance. There have been 1,000 new MG 11 forms completed.

In November, Athena went live in Kent. The mobile Athena app was made available to officers two days prior to the switch over. We are currently seeing 80 crime reports a day submitted via the device. Officer feedback has consistently praised the ease of use of the application.

Currently the Mobile First team are working with HCL to develop geo-fenced tasking and briefing. This will be available in the new financial year, further saving officer time with reduced briefing times. Officers will receive push notifications when they enter an area with relevant intelligence to their role.

8.4 Innovation. The Innovation Task Force (ITF) has continued to deliver the 17 projects set by the Chief Constable at the outset of 2018, with significant progress made on a number of key work streams. A recent review has assessed the progress, achievements and benefits analysis as well as prioritising the projects for the future. A summary of the three major projects are:

- E-BIT - one of Kent's evidenced based investigative tools to assist decision making, providing a structured investigative response to victims reporting certain crime types. The tool examines solvability, vulnerability and public interest focusing on a more appropriate, proportionate and tailored service to victims of crime.
- Kube - the ITF continues to explore crime forecasting and predicting technologies, capable of supporting an effective crime reduction/prevention strategy. The project aims to deliver a solution which integrates predictive mapping, tasking and intelligence feed solutions from a single platform. This is an ambitious objective for which there is no current market-ready solution, which would develop a capability far beyond the previous predictive system used in Kent.
- Domestic Abuse - Kent Police's plan to trial a new innovative approach to policing Domestic Abuse has progressed well since the last update. The workshop to design the multi-agency interventions has begun working in collaboration with key stakeholders. Engagement with two other force areas, the National Police Chiefs Council and the College of Policing has taken place to assist in facilitating a three-way pilot of the new approach.

As part of the ongoing collaboration with the Cambridge Centre for Evidence Based Policing, the ITF and Kent Police have hosted two visits from the Indian Police Service (IPS), accommodating 100 senior IPS officers. These visits focused on Kent's national reputation for innovation, legitimacy and effective systems and processes. This exchange of information has facilitated the sharing of policing protocols and Evidence Based Practice. The ITF have hosted numerous visits from other forward thinking UK forces who have subsequently adopted a number of our innovations. These relationships and developing networks enable the sharing of best practice, innovation and proven Evidence Based Practice. The ITF are also expecting a visit from the Swedish Police in the spring of 2019, which will further expand our network.

Future projects are currently being scoped, with an emphasis on efficiency, effectiveness and innovation. Areas of development include the efficacy of the police response to calls for service, crime pattern analysis as well as evidence based offender targeting and management systems.

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

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

In preparation for go-live, Kent Police worked with the Athena Management Organisation (AMO) and the supplier to ensure system performance and stability was optimised for the Kent launch through a series of system upgrades. This has been reflected in the good stability of the system since go-live. As with any new IT system there have been some minor adjustments required to adapt to Kent joining the platform and minimise sporadic incidents of slow running. Work to optimise system performance is making good progress in conjunction with the AMO, the supplier and other forces.

During the planning phase, the AIT worked with the force Change Team to map new business processes across the force. This involved forming a number of thematic workshops, consisting of business leads, subject matter experts and future users to develop and agree the new processes. This has ensured that all staff have been prepared for the business change required.

Planning also included the early appointment of Strategic, Professional and Implementation leads across the force to ensure that there was visible leadership and engagement at a local level.

A force business impact assessment was completed before implementation in order to identify the anticipated benefits of Athena and consider where extra demand may be created. The force Change Team will conduct a post implementation review (PIR) six months after go-live, using this document as a benchmark against which benefits realisation can be assessed.

Some key benefits of Athena include:

- The development of a 'richer intelligence picture' of cross border criminality as intelligence can be instantly accessed and exchanged between forces. This has already resulted in the identification of a key suspect in a burglary series in Kent.
- Improved communication between CPS and Kent Police through the digital transfer of casefiles via the two way interface, improving the speed of communication and removing the reliance on email.
- Officers and staff being able to input crime and intelligence through their mobile devices via the Athena app, negating the need to return to the police station to write reports, meaning officers can remain in communities.
- Paperless custody records, resulting in less storage requirements, improved data quality and a reduction in printing costs.

The aim of the AIT is to fully embed Athena across the force and achieve a new normality as soon as possible. In the interim the AIT continue to provide 24/7 support to the force through a helpdesk, which is enhanced by co-located staff from the AMO and Northgate. The helpdesk is also supported by Athena tactical advisors deployed across the force who are available to staff for advice at key locations, along with 380 mentors who have received an enhanced level of training and are embedded within every team across the force. It is anticipated that this support will diminish over time as the demand for their services reduces.

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Athena will continue to evolve, with a more intuitive version of the intelligence and investigation modules within Athena expected during late 2019, which will include improvements in the way that persons are managed on bail and whilst released under investigation. Early work has already been undertaken for joint working between the Athena consortium and Athena Connect forces nationally to maximise the opportunities for shared learning and development costs.

9. Summary.

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