

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

SAFER IN KENT PLAN: DELIVERY AND PERFORMANCE

(Wednesday 7th March 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 agreed between the PCC and 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. Informed by extensive consultation and taking into account national guidance such as the Policing Vision 2025, this plan will be continuously reviewed.

The plan has six key priorities:

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

Progress against this plan is published in the PCC's Annual Reports.

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 6th December 2017.

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".

The policing model (New Horizon) within Kent, which was heavily consulted with officers and staff across the force before being approved by the Chief Constable, firmly places victims and witnesses at its centre of all services and when the model was launched in September 2017 a number of new posts were created under the vulnerability policing theme with specialist services being allocated to domestic abuse, vulnerable adults and children, dedicated services for missing children and those who are exploited as well as specialist PCSO roles covering youth engagement and domestic abuse.

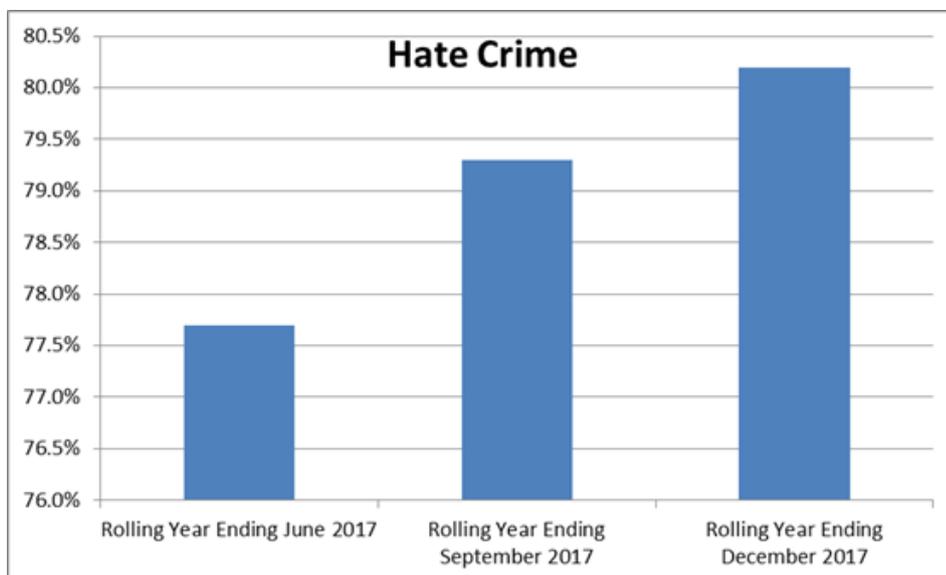
3.1 New Horizon. The New Horizon model was introduced in September 2017. Early feedback from the interim post implementation review, data, officers and staff feedback suggest that the model is improving the service to vulnerable victims in a number of areas such as missing children, victims of domestic abuse, young people and vulnerable adults.

The increase from 166 officers dedicated to vulnerability to almost 600 has highlighted some anticipated challenges in terms of capacity and experience as the force establishment adjusts, however, the overall service to victims continues to strengthen and improve with numerous examples of outstanding service provision as a result of the new model.

One such example is the outcome following a report of a missing 14 year old. The Missing and Child Exploitation Team (MCET) immediately took responsibility for the investigation. The team quickly established the child had been collected by a male in contravention of a social services recovery order. Enquiries identified the child had gone missing in the same circumstances the previous day in another force and that the offender was given a 'verbal warning'. The new MCET team were quickly able to coordinate and interrogate social services information that found out the suspect was due at a family court hearing in London the following day. An operation to recover the child to a place of safety was successful and the team subsequently charged the male with two counts of child abduction. Further enquiries identified the male as a member of an Organised Crime Group (OCG) responsible for human trafficking and the exploitation of children which demonstrates the benefit of a dedicated team focusing on all aspects of missing children reports.

3.2 Victim Satisfaction. The force has reviewed its consultation process with victims of crime to make sure that the voice of the most vulnerable victims are heard and this information is then used to ensure that Kent Police put victims first. Currently victims of domestic abuse and hate crime are being surveyed for their opinion on the service they received from the initial contact through to being kept informed during the investigation. In addition to these two areas, the force is also about to relaunch its survey for victims of residential burglary at the beginning of the next financial year and is also in consultation with a number of specialist organisations, support groups and subject experts to develop a way of consulting with victims of rape and sexual abuse.

3.3 Hate Crime. There has been an increasing trend in victims of hate crime being satisfied with the service they receive, with the current figure at 80% (see below). This is in part due to the increased investment in the role of Community Liaison Officer (CLO) within the New Horizon policing model and the continued focus the force has on supporting vulnerable victims.



3.4 Domestic Abuse. Victims of domestic abuse who have been satisfied with the service they receive from Kent Police have remained consistently positive with the current satisfaction level for the rolling year ending December 2017 at 86%.

3.5 Crime Data Integrity. The force has submitted a number of comprehensive reports updating the PCC through the Performance and Delivery Boards on the current crime data integrity position following the disappointing inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2017. Those reports included substantive updates on the action taken to date, governance and the latest crime data accuracy position. The force is dedicated to ensuring that when a member of the public reports a crime it is recorded accurately in the first instance.

Since the improvement plan has been put in place, significant improvements in crime data integrity have been made, and an upward trajectory is being maintained. The latest internal crime data accuracy figure is 93.6%. This covers the three categories that HMICFRS would inspect us against for the month of December 2017.

As part of the improvement plan, the force conducted a deep dive analysis to identify why the issues were not recognised earlier. Extensive training has been undertaken for those involved in crime recording decisions. Increases in staff and supervision within the Investigation Management Unit as well as the Force Control Room were accompanied by changes to crime recording processes. The force's Crime and Incident Auditors have received training from HMICFRS Auditors and now work to a new and expanded audit calendar.

Performance against the improvement plan is good and subject to bi-weekly scrutiny by the Deputy Chief Constable and monthly scrutiny by the Chief Constable. The Deputy Chief Constable has written to HMICFRS and updated them on our progress against the recommendations and they have commented favourably on our responsiveness to this inspection. It is expected that a CDI re-inspection will take place in the summer of 2018.

4. Fighting Crime and Anti-Social Behaviour.

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

4.1 Crime Performance Data. In the last 12 months (January to December 2017) Kent has seen a 13% reduction in the volume of anti-social behaviour (ASB) which equates to a reduction of over 6,500 less incidents of ASB in the county. There are some differences in the types of ASB experienced within the urban and rural communities. There has been a 15% increase in the number of noisy parties/organised events or raves reported in the rural areas of Kent, with a 13% reduction in urban areas. There has been a small increase in the number of fly tipping and rubbish reported in the urban areas by 1%, conversely there is a slight reduction in the rural areas of -6%.

All crime types have experienced an increase in the last twelve months, to the end of December 2017, compared to the previous 12 month period. Overall there has been a 28% increase in victim based crime (approximately 28,500 more crimes recorded), predominately driven by a 49% increase in violent crime. 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, or investigative opportunities. This is in line with the better recording processes identified from the HMICFRS crime data integrity findings.

Other crime types have experienced lesser increases, and have been affected in part by the improved recording process, but also due to increased confidence to report and more ways to inform the police of a crime, such as online reporting and third party reporting. A number of smaller increases, such as those within vehicle crime of 9% (+700), have been subject to real increases and a number of identified crime series have been investigated (one such series is detailed in paragraph 4.3).

4.2 Rural Activity. The Rural Liaison Team (RLT) supports local policing districts in addressing rural issues. The RLT deal with rural crime, wildlife crime, environmental crime and heritage crime; working closely with partner agencies, key stakeholders and the community.

Amongst rural stakeholders there has been much publicity in respect of poaching and hare coursing offences. The number of incidents reported reflects a slight increase from previous years; however it is still believed this offence is under reported. The RLT have completed many proactive anti-poaching patrols throughout the season, with several vehicles being seized, warnings being issued and prosecutions going through the court system in relation to poaching and coursing incidents.

Theft of farm machinery and equipment continues to be an issue across the county. The RLT have been distributing Smart Water kits funded by the PCC to vulnerable locations to assist in identifying property whenever possible. Use of social media to circulate images of stolen property has resulted in the recovery of stolen quad bikes, tractors, horse boxes and Land Rovers.

Fly-tipping blights communities and causes costs to be borne from public funds. The RLT are working closely with local authorities on proactive operations to monitor those who carry waste on their vehicles with regular seizures and fines issued by the local authority for no waste carriers licence.

As part of the regular operations in the rural area and following an increase in Ashford's rural crime the RLT, the Gypsy Liaison Team (GLT) and Ashford Community Policing Team (CPT) conducted four days of proactive enforcement against rural crime. Significant disruption of rural criminal activity was achieved, with 3 vehicle seizures, an arrest for handling stolen goods and the recovery of a stolen quad bike, trailer and other items.

As part of the RLT, the GLT have assisted in the investigation into a number of gold burglaries, across the North and East of the county. Two offenders were subsequently arrested, and one charged and bailed to court in relation to these offences. In addition the GLT supported a courier fraud investigation in Swanley, led by the Volume Fraud Team. An elderly vulnerable victim had been the subject of the theft of her life savings amounting to £12,500. The suspect was arrested on suspicion of fraud by false representation and his phones seized which presented vital evidence of the offence taking place.

The Rural Task Force (RTF) continue to conduct proactive work on rural criminals. Following a search under the Misuse of Drugs Act a prolific rural criminal was found in possession of knives and cash and was arrested on suspicion of possessing offensive weapons and money laundering. In addition, the RTF worked with HM Revenue and Customs to support an investigation into large scale tobacco smuggling into the UK, which resulted in five arrests.

The RLT continue to work with partner agencies and the community to identify the key issues and work to tackle these by way of prevention and enforcement activity.

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

The Control Strategy for Kent enables Divisions to focus on the differing crime types in correlation to high ASB wards. Working alongside partners all opportunities are utilised to target unsophisticated emerging organised crime groups. Best practice operations have been shared with neighbouring CSUs to develop divisional responses to fighting crime and ASB at an early stage, enabling the most vulnerable to be protected and preventing criminality and ASB escalating. This is monitored and progressed through recently formed monthly multi agency serious and organised crime tactical forums, valuing the contribution partners can make in sharing and gathering intelligence and provide alternative disruption and prosecution tactics.

This effective focus on fighting crime and ASB has resulted in the identification of an international crime series. Districts have suffered numerous crimes of theft from motor vehicles, where offenders target BMW vehicles stealing steering wheels for both national and international criminal enterprises. An operation was set up which allowed a divisional approach to proactive tactics by way of ANPR, identifying potential offenders travelling via the M20 corridor to commit such crimes. CSUs have also been instrumental in offering crime prevention advice to local residents especially BMW owners with a view to preventing crimes.

At a more local level, the work by Medway CPT to identify intelligence opportunities around county lines has had significant effects. By way of example, intelligence was received around a number of males drug dealing in the Chatham area that led to an appropriate and discreet intervention on public transport. Weapons (knives) and drugs were recovered that resulted in the charge and remand of 3 individuals for possession with intent to supply Class A drugs. The offenders had been assessed as causing significant harm to the community in the furtherance of their criminality.

Seasonal trends highlighted an increase in ASB calls in a number of wards in Tonbridge and Malling, around the time of Halloween and the period leading up to Christmas, seeing an increase in 'trick or treaters' and retail crime. As a result the Division implemented ward focussed operations to fight crime and ASB, utilising dispersal notices. A significant success was achieved following the Halloween operations in Kings Hill and Summerhill wards with local residents and Councillors commenting on the high visibility of police and the low levels of ASB compared to previous years.

Community policing resources have been focussed on an increase in theft offences in town centres of Ashford and Shepway, providing high visibility policing and disruption tactics. An operation run in respect of knife awareness in schools, youth clubs and Ashford town centre saw the surrender of numerous bladed articles. A multi-agency, anti-truancy operation intercepted 14 youths in a single day, with requests from partner agencies for a repeat operation in the near future.

Following a spate of burglaries within the Nepalese community where family gold was targeted, local officers have been working with the community and have introduced a 'Smart Water Village'. To date, 155 homes within the small community are now protected with Smart Water marking kits and registered with Smart Water. Further community engagement with the CLO is taking place and further work to finalise the last few homes with the kits. A further operation will be launched in Canterbury with a particular focus on students where the combination of crime prevention advice and Smartwater is intended to reduce the risk of burglary.

4.4 Investigation Management Unit (IMU) Crime Hub. The IMU Crime Hub was introduced as part of New Horizon to provide early assessment of those crimes suitable for allocation to Local Policing and to add value to volume crime investigations by timely, effective and consistent desktop investigation and telephone engagement. The Hub seeks to effectively deal with volume crime at the earliest stage, providing a high quality service to victims and witnesses. An excellent example of this relates to a 12 year old victim, who on his 12th birthday having been given a bike by his parents, had it stolen when he left is outside Halfords. Following the report, the IMU Investigator made enquiries with Halfords and established there was no CCTV coverage of the theft, however, there was a vehicle that was in for repair which had a dash cam that may have captured the theft. The investigator made enquiries with the owner of the vehicle and established they had footage of the theft and showed the suspect wearing distinctive clothing. With this information the investigator then made enquiries with the local council CCTV who cross referenced the description and found the suspect riding the stolen bike to his home address. Open source research was conducted and a picture was found of the suspect with the stolen bike on Facebook. The report was allocated to the Local Policing Team who attended the address, arrested the offender and recovered the bike. The offender was dealt with by way of Community Resolution. Needless to say the victim and his parents were extremely pleased with the response and 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.

The Kent Control Strategy is a 4-year plan that's reviewed annually. It takes into account national policing issues, policing priorities for Kent (including joint working with other public sector agencies) and the direction set by the PCC. Included within these key priorities are child sexual exploitation; human trafficking and modern slavery; and domestic abuse, sexual offences and serious violence.

The force has invested in specialist teams and roles to ensure these types of offences are investigated in a consistent and professional manner in order to bring offenders to justice. In addition, our officers and staff work closely with victims to help them recognise if they've been, or are being, exploited. The force offers a range of support for children, their families and carers and also delivers education packages to highlight dangers, warning signs and to raise awareness both internally to staff and externally for our partners.

5.1 Modern Slavery and Human Trafficking. The force has invested in an Anti-Slavery Partnership Coordinator (ASPC) to ensure that the force's Serious Crime Directorate (SCD) and local policing arrangements have the capacity and capability to identify and investigate offences of modern slavery and human trafficking, safeguard victims and prevent this type of criminality.

The ASPC has supported the charity 'Stop the Traffik' in securing funds for an Anti-Slavery Community Coordinator. In addition, in collaboration with Justice and Care, the force has secured funds for a Victim Co-ordinator role to be created. The role will focus on victim support through a number of ways such as navigating what is seen as a complex system in accessing entitled benefits, legal support, access to local programmes, international support (should the victim wish to return to their home countries) and act as an intermediary for the investigators in the hope that stronger and more consistent victim support will aid with securing convictions for cases.

SCD, as the modern slavery and human trafficking policy owners, are organising a development event on Wednesday 21st February 2018 aimed at Tackling Modern Slavery. It aims to equip teams with vital tools and information when identifying and investigating modern slavery and human trafficking offences. The event will be attended by both police and local partnership agencies. In addition, a modern slavery and human trafficking Senior Investigating Officer course is planned for September 2018.

Project Aidant is part of the National Crime Agency (NCA) plan to target human trafficking and modern slavery via one week of action per month aimed at specific communities and issues, this is supported and co-ordinated by SCD. In support of this, local Divisions proactively address modern slavery and take all opportunities to locate and safeguard potential victims by visiting popular sites such as car washes, nail bars or factories to check on workers and their conditions and by responding to reports from the public of potential brothels.

The 'Modern Slavery and Human Trafficking' pages on the force intranet site aims to provide increased knowledge and guidance to all police officers and staff in recognising the indicators, responding appropriately to safeguard victims, correctly recording and notifying potential cases as well as improving investigative practices in tackling this crime.

Chief Officers frequently receive excellent examples of outstanding work, including:

- A recent operation, led by Kent Police, working alongside the Home Office Immigration Enforcement Team was looking to evidence the trafficking of non EU nationals into the UK for future exploitation. This led to ten offenders who were operating as an organised gang being convicted with custodial sentences totalling twenty plus years. This evidenced a multi-agency approach to tackling traffickers.
- Currently, the Kent Serious and Organised Crime Team are working alongside another country's law enforcement team to jointly tackle an organised crime group operating between the country of origin and the UK. This operation will enhance the evidence available and focus on dismantling this gang in both countries as well as successfully prosecuting all members.

The identification and safeguarding of the victims remains the priority and is always seen as a positive result with many foreign victims wishing only to return home and declining to support a prosecution. Modern Slavery Act investigations are always very complex and in most cases can take months of evidence gathering to enable a prosecution to be brought. In some cases due to the lack of evidence in respect of modern slavery, other offences are charged in order to mitigate the threat, risk and harm of the offenders.

During January to December 2017 there have been 157 crimes created under the Modern Slavery Act 2015 and currently 5 persons charged whilst other suspects remain under investigation. One investigation has resulted in an authority to charge one suspect with trafficking/slavery offences, but the suspect remains at large and a European arrest warrant is being obtained. Importantly, 99 victims have been safeguarded.

Through the review of SCD, funds have been released to create a dedicated Modern Slavery and Human Trafficking (MSHT) team which will include an additional MSHT Co-ordinator. The force is working hard to identify and tackle this crime type and this dedicated team will be able to build on the considerable work already undertaken.

5.2 Missing and Child Exploitation Team (MCET). Missing children are more effectively managed by the new vulnerability focused New Horizon policing model. Previously the delivery was focused upon the Child Sexual Exploitation Team (CSET) at Headquarters and Missing Person Liaison Officers based divisionally. Now each Division has its own Missing Children Exploitation Team (MCET) with a hybrid skill set around safeguarding the vulnerable, partnership engagement, rapport building and investigation.

The introduction of an additional Divisional Detective Chief Inspector and Superintendent post and local governance meetings such as the Daily Management Meeting, the Serious Crime Board and the Protecting Vulnerable Persons Board ensure appropriate management is in place. Central tactical governance is in place via CSET who hold a monthly meeting with all local MSETs to ensure best practice and lessons learnt are captured and incorporated into organisational memory.

Strategically this model is scrutinised and held to account via the Head of Vulnerability and a range of Kent Police and partner meetings such as Force Performance Management Committee, the Force Protecting Vulnerable People Board, and the Kent and Medway Children Safeguarding Boards.

The force has seen excellent examples of children found and appropriately safeguarded following the introduction of the MCETs including a 17 year old vulnerable female identified as showing significant child sexual exploitation concerns whilst missing. The report was immediately raised to high risk and a coordinated approach by investigators resulted in her being found in London. This demonstrated the benefits of early detective involvement by having a consistent individual completing the safe and well checks and follow up interventions has led to a trusting relationship. This in turn has led to the disclosure of sexual exploitation and gang involvement potentially involving up to 10 members of a significant county line affecting Canterbury, Brighton and London. The investigation is on-going with the main suspect arrested.

Another example relates to the rapport built with a regular missing child by members of the MCET. The female was kidnapped by a male and taken to Bournemouth, where the offender had talked about her having to take drugs into a prison. Local police dealt with the offender and her. She later disclosed to MCET on her return from Bournemouth information that make us believe she is being sexually exploited as well as being used for drug running. Further work continues however through continued engagement the number of times she has been missing has reduced significantly.

Some areas have seen an increase in the number of missing children reported however this is as a result of positive interventions with families and carers who are encouraged to report children missing who previously may not have done so.

The creation of the MCETs and the significant uplift in resource dedicated to this crucial area of business is based upon best practice nationally and has seen the force praised by social workers, foster carers and care homes in respect of the ability to access and discuss concerns surrounding children in their care.

5.3 Violence and Abuse Data. There has been an increase of 49% in violent crime (+22,000 crimes), which has predominately been effected by the better recording of crimes. Violent crime includes sexual offences, violence against the person (with injury and without injury), most serious violence and sexual offences, including rape. 77% of the increase in violent crime is recorded as violence without injury. Violence without injury includes common assault, malicious communications, stalking and harassment, child cruelty and threats to kill.

All of these crime types have experienced increases, with most serious violence (MSV) being the exception. MSV has seen a reduction of 33%, or 441 less victims have suffered serious injuries or been subjected to abuse that causes serious physical harm in the last 12 months compared to the previous 12 month period. MSV includes murder, manslaughter, and assault with intent to cause serious harm and causing death by careless driving (including under the influence or drink or drugs).

Rape offences have increased by 64%, almost 950 crimes in the last 12 months. A large proportion of these are domestic abuse related, which has increased by a third, and have been disclosed by the victim whilst investigating ongoing abuse suffered over an extended period of time. Each of these offences are reported as a separate crime and linked to the investigation and support the victim receives. These offences are then investigated by the Vulnerable Investigation Teams (VIT), providing a consistent, bespoke specialist service, to safeguard and improve the safety of the victim and bring offenders to justice.

Kent Police supported Sexual Abuse and Sexual Violence Awareness Week, which run between 5th and 11th February 2018. The week highlights the issues around understanding consent and encourages people to report assaults. Sexual abuse and sexual violence is unacceptable in any form and as part of this national awareness week the force used various communication avenues such as social media (#itsnotok) and local news outlets to urge victims to report the crime so they can seek both the justice and support they deserve.

5.4 Vulnerability Leadership Event. As part of the force's ongoing commitment to understand and manage vulnerability, which is central to the Control Strategy and the New Horizon model, a leadership event was hosted by the Chief Constable and Deputy Chief Constable on 22nd November 2017.

This event was a unique opportunity for frontline officers and staff, across a variety of roles, to listen to the thoughts and personal experiences of dealing with vulnerability in the form of Child Sexual Exploitation (CSE) and Grooming in particular, and how we can enhance our service through our own leadership and interactions within communities and in supporting victims of these crimes.

As characterised in the powerful BBC crime drama '*Three Girls*', based on the 2012 Rochdale CSE investigation, the force was privileged to welcome guest speakers who had first-hand experience of exposing the crimes as a result of their Crisis Intervention Centre roles, as well as a particularly brave input from a victim of CSE in Rochdale. Their collective courage, honesty and determination to ensure that agencies strive to provide the best possible service is to be commended.

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

- "An inspiring, informative, challenging, mind-shaping and attitude changing event."
- "I believe there is no way that people could not have taken away the will to do right by vulnerable victims."
- "Understanding CSE from a victim perspective has completely changed my approach to it."
- "Not had a better CPD event in my 32 years."

As a result of the feedback the force has scheduled in a further event to take place in February 2018, aimed this time at those at supervisory levels. 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.

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.

Force wide operations are in place which specifically targets the threat of gangs and individual gang members. Recognising that organised criminals are exploiting the development of technology Kent Police has also set up a team of specially trained detectives to tackle cyber-crime.

6.1 Operational Activity. Following the tragic death of Kyle Yule and an increase in reported youth related violence with the use of knives and weapons, the force launched an operation to prevent and disrupt street gangs within Kent in addition to other significant operational activity. The overarching focus of this specific operation was to ensure that Kent Police deals effectively with identified violent criminal gang activity and drug supply networks that run into our communities presenting a serious threat of risk and harm. Each division within the force now has a designated team of officers who respond daily to meet their aims and objectives working alongside other officers, departments, agencies and other police forces.

This operation closed on 22 December 2017 following over two months of focussed and excellent work by officers and staff across the county to prevent and disrupt street gangs operating within Kent. The operation provided clarity around the definition of a gang, both from the Home Office, and further from Kent Police. The management of gang members is now part of daily business across the three divisions and other Kent Police departments.

Successes included:

- Robust focus on high risk subjects, which gave Kent Police a degree of control over gang activity through use of bail conditions, remand and Community Behavioural Order applications.
- The introduction of a risk assessment matrix, allowing the prioritisation of gang members based on threat, harm and risk.
- The relentless pursuit of those wanted for gang related offences, focussing on violence against the person.
- A series of 'days of activity' which saw some significant results including, arrests and prevention opportunities.
- The introduction of a prevent, protect and prepare community plan; allowing engagement with identified gang members.

The force also ran a week long operation where Kent Police demonstrated its zero tolerance approach to urban street gangs. It focussed primarily on London gang members supplying Class A drugs into Kent. There have been a number of arrests and investigations, primarily involvement in Class A drug dealing, but also the carrying of knives and offensive weapons. During this week of activity, a London drug supplier, Qadier Ghulam, was intercepted whilst travelling by car into Kent and found to be in possession of 50 individual wraps of cocaine destined for supply in Kent. He was also found to be in possession of a machete. In February 2018 he was sentenced by Maidstone Crown Court to 3 years and 9 months custodial.

Operation Sceptre was a national initiative following a recent rise in offences and assaults involving knives and sharp instruments. This was run for one week in October 2017. Teams in Medway and Maidstone conducted targeted operations, which involved:

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- Increased policing of crime hotspots
- Stop and search
- Weapon sweeps and checks on habitual knife-carriers
- Proactive targeting on outstanding knife crime offenders
- Partnership activity with Trading Standards, engaging with retailers and carrying out 'test purchases' for knives.

Notable events during the Op Sceptre week:

- Op Sceptre posters handed out to various businesses / educational facilities in Maidstone and Medway, which also included train stations and colleges. Officers spoke to shop owners who sold knives and reminded them of their responsibilities in respect of selling knives etc.
- Youth Engagement event attended which was run jointly by the council and police at James Street, Gillingham. This event was attended by many of the local youths who all interacted positively with police.
- Two operations were run at train stations with assistance from the British Transport Police (BTP) and Rail Enforcement Officers (REOs).
- 3 knives seized, 5 weapons seized and 17 people arrested.

A firearms surrender campaign ran from the 13th to 26th November 2017. An appeal was made to the public for the surrender of lawfully and unlawfully held firearms and ammunition. This surrender was aimed at reducing the incidents of violent crimes including prevention, education and enforcement. During the campaign, 306 guns in total have been surrendered (the total for last year was 104) along with approximately 10,000 rounds of ammunition, 8,300 of which were live.

A new role has been developed within Kent Police to help co-ordinate the strategic and tactical partnership response in relation to the Home Office strategy for dealing with OCGs. The force recognises that OCGs have a profound but often hidden effect within our communities, businesses and individuals and can involve drug supply, money laundering, modern slavery, child sexual exploitation and serious acquisitive crime. This role seeks to support local officers and partners such as Community Safety Partnerships and Kent County Council and help them work ever more effectively together.

There are currently 48 active OCGs across the county of Kent. The majority of these OCGs are owned locally with divisional lead responsible officers assigned and are subject to proactive targeting and enforcement.

The force continues to use the Proceeds of Crime Act 2002 (POCA) to seize and retain assets obtained from criminality.

POCA Confiscation – money found in possession of offenders at the point of arrest:

	Kent	Serious Crime Directorate
Number of Orders	85	159
Value of Orders	£1,733,809	£2,956,313

POCA Forfeiture – Court decision to retain the confiscated assets:

	Kent	Serious Crime Directorate
Number of Orders	44	62
Value of Orders	£345,746	£448,450

7. Provide Visible Neighbourhood and Effective Roads Policing.

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

Local Policing (LP) resources are reporting a positive impact in terms of their time. New Horizon made clear distinctions in terms of what LP resources and their colleagues in Vulnerable Investigation Teams (VIT) would seek to deal with as core responsibilities without incurring any confusion on the part of victims who always come first. This distinction has led to an improved and consistent service for victims and a freeing up of LP resources time. Additionally, the mobile devices funded by the PCC have had a positive impact in enabling officers to remain within communities as opposed to returning to police stations to carry out some administrative functions. The introduction of the evidence based investigative tool has also had a positive impact in ensuring that the crimes allocated for local investigation have a stronger likelihood of a positive outcome and thus time spent on those crimes that can be dealt with via a different, but still appropriate means, yield further officer availability locally.

Kent has 6,126 miles of roads and 204 miles of motorways therefore effective roads policing is key to keeping people safe on our roads. The force focuses on the fatal four offences: tackling speeding; substance misuse; seatbelt offences and mobile phone use, as well as other strategic threats such as driving without proper licences or insurance.

The Roads Policing Unit (RPU) operates 24/7 across the county to provide a specialist response to the strategic road network and supports divisions in disrupting criminality. Working with our road safety partners such as Kent and Medway Safety Partnership, Kent Fire and Rescue Services and Kent Highways the force is committed to improving road safety and reducing the number of people killed or seriously injured on our roads through education, publicity and enforcement.

With a dedicated Commercial Vehicle Unit, the force is able to build an intelligence picture of commercial vehicles that travel through Kent, identify persistent offenders and deal with them by way of enforcement. The force has undertaken operations to deal with motoring offences committed by lorry drivers using an unmarked HGV and proactive targeting of recidivist road traffic offenders to mitigate the risk these individual's pose, removing licenses and/or vehicles thereby minimising the risk to other road users.

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

An initial 12 week firearms course commenced on the 29th January and on successful completion of the course to the required national standard the attendees will become a part of our enhanced capability. A further initial firearms course will commence in September 2018. If all officers scheduled to attend this course successfully qualify to the national standard then it is projected that we will reach our full uplift strength at the completion of the September course.

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There are a number of factors influencing the current operational and projected uplift numbers. The force has lateral progression for our specialist officers which, whilst a positive thing for personal and organisational development, results in some officers moving into non-firearms roles. Kent Police, along with other forces, has had to address challenges in enhancing its armed capability, due to an increased demand in other neighbouring forces and partner agencies for specialist armed officers. Some officers move on from ARV roles to more specialised armed policing roles such as specialist firearms or counter-terrorism specialist firearms officers. The specialised nature of the role is also not suited to many officers. Around 30% - 50% of candidates starting initial firearms selection will not be able to complete all elements of the selection and training to the required standard.

A focus is maintained on identifying and supporting suitable candidates to become authorised firearms officers, via an uplift programme which reports into the Strategic Policing Board. Kent Police is developing innovative opportunities to enhance the pool of potential candidates and the support available to them, whilst ensuring that the highest standards are maintained.

We are already delivering increased visibility and availability of armed officers through the enhanced Armed Response Vehicle (ARV) capability established by the uplift requirements 24/7, utilising currently qualified officers to enhance our cover on extended shifts where required.

It should be noted that in addition to its ARV capability, Kent Police retains additional armed capability in other specialist units, which can be called upon to support the armed response to any threat to public safety. Established structures are also in place for the provision of immediate armed mutual aid between forces in the event of any terrorist threat.

7.2 PCSOs. The Chief Constable values and places PCSOs at the heart of the local policing model and with the support of the PCC has protected PCSO numbers and functions in Kent where their value is recognised by the public and police officer colleagues alike. The importance PCSOs play in providing visible policing to the communities in Kent cannot be underestimated but they also play a key role in the less obvious functions such as intelligence gathering within our communities and this can have a very positive impact on issues such as Counter Terrorism. Current numbers are detailed within the 'People' paper at paragraph 3.2, submitted for the Performance and Delivery Board.

Local District Commanders have flexibility as to how they allocate their PCSO posts to support visible policing. In Tonbridge and Malling, PCSOs have focussed on red routing at key times within three key ASB areas in the town to ensure maximum visibility and effectiveness. During December the Tonbridge CSU held an all-out day within the High Street offering advice and crime prevention items, the event was staffed by Cadets, council staff and the CPT.

An increase in the number of PCSOs from 11 to 23 has enabled Thanet to provide a PCSO to each ward. The district has utilised demand data in order to patrol more effectively which has in turn provided visibility in areas experiencing higher levels of ASB. Following an increase in ASB incidents reported in the High Street area of Margate, PCSOs have made use of powers under the Anti-Social Behaviour, Crime and Policing Act 2014 implementing ad-hoc and pre-planned dispersals. In the last 3 months, 22 dispersals have been implemented and enforced.

PCSO numbers at Medway are now nearing full strength and the new recruits have completed their training and tutorship period. This provides greater flexibility in their deployment and Medway are pooling the PCSO resource across wards to provide greater visibility, reassurance and resilience. Therefore, wards will be patrolled by 3-4 PCSOs consistently as opposed to one PCSO carrying the sole responsibility for that area.

In response to requests from partners in Dartford and Gravesham, priority is being given around the increased visibility to deal with the night time economy in identified town areas. This promotes a cohesive approach by both Kent Police and Local Authorities in recognising threat, harm and risk and increasing professional visibility to deter offences before they take place. This is supported by local initiatives utilising CPT and LPT officers in support of their PCSO colleagues at identified locations. The effect has been a reduction in violence against the person in these town centres.

In addition to the standard and discretionary powers afforded to PCSOs, the Chief Constable has also agreed a further power 'to issue a fixed penalty notice (FPN) for parking in a restricted area outside a school'. A draft Memorandum of Understanding has been produced by Kent Police Legal Services and sent to the parking lead for KCC and all local authorities for review and agreement. This was a simple but effective document that set out governance and working practices. It identified that local management would remain including deployment and complaint management. Kent Police are currently working with Medway Unitary Authority with a view to conducting a pilot. Engagement with Kent district council parking managers will remain ongoing subject to the outcome of the Medway pilot.

7.3 Community Policing Volunteers. In order to increase Kent Police's volunteers, further increase visibility and establish the best use of the Police and Crime Act 2017 the force has introduced Community Policing Volunteers (CPV) with the PCC's support. The core role will require individuals to provide sustained visibility and work with KCC Wardens, local CSUs and PCSOs in order to increase the communication flow regarding matters that affect local communities. Opportunities to look at specialist functions as the project progresses are already being considered such as mounted patrolling within rural communities.

Recruitment opened to the public within West Division on 10th January 2018 which resulted in 9 applications. Interviews will take place in mid-February 2018 with an aim to get all those successful candidates through vetting by the end of April 2018, in order to commence the 10 week training programme and pass out parade scheduled for July 2018.

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

One such example of this is within the Sevenoaks district. LP officers are now supporting CSU/CPT colleagues in key locations which have a potential increase in crime, ASB or reduced public confidence. This has seen uniformed officers deployed on foot in town centres providing reassurance and engaging with the public between attending calls. Recognising that visibility is not limited to officers on the street, a social media presence has been developed within Sevenoaks District to promote the good work and engage in 'real time' with the public on a wider level. The dedicated Twitter account has almost 5,000 followers and is increasing at a positive rate.

In the North, LP officers have welcomed more opportunities to proactively target locations and offenders committing crime on the district in support of the ward based PCSOs and CPT thus providing enhanced visibility at optimum times. Swale officers work closely with the Special Constabulary to provide additional visibility in response to crime patterns or to disrupt and prevent crime.

There have been a number of high visibility deployments to Folkestone Harbour by local officers during the weekend night time economy hours, and increased policing resources in Ashford and Folkestone town centres during periods of high footfall. Margate Task Force officers continue to undertake regular "street weeks" with their agency partners in specific locations based upon Control Strategy crime and the Thanet Community Safety Plan.

7.5 Roads Policing. Arrests for driving offences have increased this year from 1,346 in 2016 (January to December) to 1,487 in 2017 (January to December). The breakdown of arrest reasons is provided below:

Reason for Arrest	2016	2017
Dangerous driving	224	225
Death by reckless/dangerous driving	10	9
Driving whilst disqualified	240	204
Driving whilst unfit (Drink)	454	500
Driving whilst unfit (Drugs)	218	299
Road Traffic Offence (Minor)	200	250
Total	1346	1487

In respect of road traffic collision data, there has been a 24% reduction in the number of persons involved in road traffic collisions on Kent's roads in the last year compared with the previous year.

	Fatal	Injury	Non-Injury	Total
Jan to Dec 2016	59	5266	5721	11046
Jan to Dec 2017	58	3716	4607	8381
% change	-1.7%	-29.4%	-19.5%	-24.1%

Of those offences most closely linked to KSI (Killed or Seriously Injured) collisions, there were 739 fewer speeding and 78 fewer careless/reckless offences detected. In contrast, there were 121 more Tachograph, 333 more distraction/mobile phone and 112 more seatbelt offences detected.

The RPU has increased its resources by 9 officers using vacancies held for potential savings. By the end of March 2018, all officers will be in post allowing for five teams (1 x Sergeant and 9 x Police Constables) to work across the county.

The RPU are represented at the Casualty Reduction Board to ensure the partnership approach to casualty reduction is upheld. Recent meetings have seen Kent Police introduce the concept of the JDM (Joint Decision Model) to have a shared understanding of risk and to formulate a rationalised, legal decision making process. This includes the inclusion of the data recorded by Community Speedwatch. The JDM concept will be presented at the annual Community Speedwatch seminar so that all parties understand why and how policing decisions that affect such schemes are taken.

Community Speedwatch continues its excellent work at a local level tackling repeat or extreme offenders and issuing letters of advice with 66 active groups across the county. The table below highlights local Community Speedwatch activity between January and December 2017:

Active Groups	Station	Sessions	Active Enforcement – passed to Specials	1st Record – Speeding (-50%)	Letter Sent MO2 – 2 nd time vehicle seen (-50%)	Letter Sent MO3 – 3 rd time vehicle seen (-50%)	Letter Sent FO1 - 1 st Time Excessive Speed (50%+)	Letter Sent FO2 – 2 nd Time Excessive Speed (50%+)	Letter Sent FO3 – 3 rd Time Excessive Speed (50%+)	Hand Delivered HD1 – 4 th letter
7	Ashford	240	1	1103	60	56	30	3	0	1
8	Canterbury	286	1	1380	46	25	57	0	3	0
7	Dover	281	14	1536	108	97	64	0	1	2
5	Folkestone	157	0	557	18	14	24	0	0	2
10	Maidstone	489	5	3094	129	161	142	5	4	1
1	Margate	19	0	130	0	0	23	0	0	0
3	North Kent	155	0	552	34	11	36	0	0	0
5	Sevenoaks	1055	16	6668	754	466	290	29	8	22
5	Sittingbourne	157	0	1024	67	23	48	0	4	2
6	Tonbridge	552	23	4779	319	494	179	5	21	5
9	Tunbridge Wells	1107	31	5538	428	566	418	13	27	12
66		4498	91	26361	1963	1913	1311	55	68	47

8. Delivering an Efficient Service.

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

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

8.1 Mental Health Act – Section 136. The number of Section 136 Mental Health Act detentions in Kent has risen year on year since 2014/15 from 1001 detentions to 1330 detentions in the 2016/17 financial year. With two months remaining this financial year the current figure is 1280 therefore increases on previous years are expected, however December 2018 and January 2018 have seen numbers stabilise and the number of individuals that have presented repeatedly in the same calendar month has decreased also. Interventions by the Mental Health Team in this process area continue with positive effect.

Police cells in Kent have historically been used as a fall back place of safety if the NHS lacked capacity to conduct assessments for patients detained under Section 136 of the Mental Health Act. Prior to legislative changes that came into effect on the 11th December 2017, the Mental Health Act, advised that police cells should only be used in cases where the patient was so violent that they could not be safely detained in an NHS facility. This led to the majority of patients in police cells being there purely due to capacity issues;

- 50 out of 70 detentions in 2015/16;
- 53 out of 65 detentions in 2016/17;
- 3 out of 3 detentions in this financial year to 10th December 2017 (prior to the changes to legislation on 11th December 2017)

In December 2017, the legislative changes explicitly stopped any use of police cells or anywhere else within a police station for child detentions and only extremely violent adult patients will be brought into a police custody area for assessment. Policy changes prior to this changed the default place of safety to Accident and Emergency Departments at the county's general hospitals where normal NHS places of safety are full. These changes are responsible for reductions in police cell usage.

8.2 Custody. Kent Police have 163 operational custody cells across seven custody suites situated across the county. In the last rolling year (February 2017 to January 2018) the force has processed 31,655 individuals through custody, 8% of these (2,946) were under 18, 17% (5,252) were female and 27% (8,680) were BAME. The force ensures all detainees are treated with dignity and respect however as requested by the PCC, information is provided specifically in respect of children, women and veterans.

Children in custody is a very complex matter. There is a national and local ambition to reduce the numbers of children and young people who go through the process of custody. In Kent we are currently looking at how those numbers can be reduced and taking into consideration our moral and legal obligations in conjunction with NPCC Guidance. We will be working towards the National Strategy for the Policing of Children and Young People that says *'We need to make sure that young people enter custody for the right reasons at the right time and that we appropriately explore other options first. We will work with partners to improve our custody facilities for young people but, more importantly, we will seek alternative disposals and ways of addressing behaviour'*. The Children Concordat looks to ensure the police and local authorities fulfil their statutory obligations and meet the needs of children in custody. The development of the concordat will involve the implementation of effective and closely monitored local arrangements which will require the support of Chief Constables, Directors of Children's Services, Police and Crime Commissioners, Local Safeguarding Children Boards and Appropriate Adult Services.

The force recognises that women offenders come through the criminal justice system for many different reasons and these can vary from those of their male counterparts and may benefit from bespoke interventions to reduce their likelihood of future offending. There is a pilot in development that will develop a bespoke cohort of women under the Integrated Offender Management (IOM) programme with the objective to develop a multi-agency approach to holistically manage identified women offenders. The initial pilot will run in Medway and link in with the existing women's centre.

Project Nova is a current development which supports military veterans who have been arrested and enter police custody. The project is operated by staff with a blend of experience from the armed forces, criminal justice system and charities that are skilled at engaging with veterans to understand their experience of military service, their lives before they joined the armed forces, and their transition back to civilian life. Project Nova undertakes a needs assessment for each individual and puts in place specialist support from a network of military charities and other organisations. They then keep in touch ensuring that the veterans we support have an ongoing connection, checking in and resolving issues when they occur.

In addition Soldiers, Sailors, Airmen and Families Association (SSAFA) have been serving the armed forces community for 130 years. SSAFA offers welfare advice and support and provides advice and signposting on housing, PTSD and mental health. The force is actively supporting SSAFA and promoting its aims and objectives through a communications plan utilising Facebook, Twitter, the Kent Police website and internal force intranet pages.

8.3 Making Contact. 999 call volumes for the past quarter have remained largely stable and we have not experienced the spikes seen earlier this year, although overall we have received 10,135 more 999 calls this year to date than in the same period for last year. We have, however, retained a good level of performance in answering emergency calls by prioritising them over non-emergency (101) calls.

Non-emergency (101) call volumes have dropped slightly in comparison to the same period last year with the Force Control Room receiving approximately 98 less calls per day. However the increased volume of emergency calls – 1,477 extra emergency calls in January versus the same period last year, demonstrates the challenges in providing an effective non-emergency service against a high volume of emergency calls, which by definition must take precedence.

Call attrition for non-emergency calls is currently 19.66% with an average waiting time to answer of 3 minutes 37 seconds, though at peak times this time increases significantly based on call demand and the need to prioritise emergency calls.

The biggest factor impacting service delivery is our staff vacancy factor and a dynamic recruitment campaign is underway using a wide variety of methods to attract the best candidates to undertake this critical function in Kent Police. This campaign will focus on wider marketing, targeting different audiences and utilising a wide variety of contracts combined with making the best use of police estate to attract the widest and best pool of applicants to the force.

In addition the expansion of our Switchboard functionality is planned. This will result in members of the public having their call triaged at the Switchboard level during expanded opening hours to ensure that only calls requiring a crime report to be created or an incident to be recorded will be passed to the Control Room. All other queries will be dealt with at the first point of contact on the Switchboard. This should provide a more victim focussed service to the public, ensuring that many queries are resolved at the very first point of contact.

The use of online crime and incident recording continues to rise, however uptake and use of the system is slower than hoped. It has been promoted to the public and businesses as well as being promoted on the In Voice Recorded Messaging when callers are waiting to speak to a call taker. Facebook was used recently to publicise the service and some immediate uplift was seen, but this has not continued.

The Force Control Room is shortly to have a Twitter account and web chat will become available later this year as part of our efforts to provide a variety of channels for the public to contact the force in a way that best suits them at a time of their convenience. The text messaging service for people who are Deaf, hard of hearing or speech impaired continues to be effectively utilised as a contact channel.

8.4 Technology. The Mobile First Programme, funded by the PCC, is delivering mobile solutions across the force. This programme is transforming how officers and staff work by providing the tools to self-serve.

The Mobile First programme has issued approximately 2,200 smart phones to front line uniform officers, PCSOs and Special Constables which will reduce paperwork and bureaucracy, speed up transactions and deliver improved efficiency whilst reducing the need for officers to return to the police station thereby allowing officers and staff to provide a visible policing presence.

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New software will be going live in March 2018 and will allow officers to use an electronic pocket notebook, take witness statements, submit crime reports, complete missing person enquires, complete regular forms and perform searches against the police national computer using their mobile phone and without the need to return to the police station.

The ability to record stop and searches via this software is currently being designed and will be available for officers from June 2018. This will allow officers to record all of the information directly without the need to contact the Force Control Room. The software will greatly simplify the process where for example, 1 vehicle and 4 occupants are stopped and searched by the same officers in the same location; thereby providing a more professional and timely experience for the public.

HMICFRS had identified during previous inspections in both Kent Police and Essex Police that both forces struggled to effectively capture and share recommended practice to ensure that lessons are learnt by the wider organisation.

In response to this a collaborated project was commissioned to launch a new joint database to capture recommended practice, lessons learnt and evidence based policing research. Branded as the "Go2 Knowledge Bank" and hosted on both the Kent Police and Essex Police intranets, the database acts as the single repository for officers and staff to access proven, effective solutions to their policing problems. This will enable both forces to operate more efficiently by ensuring officers and staff best use their time by utilising effective solutions.

After a successful trial on East Division, the Evidence Based Investigation Tool (EBIT) which provides preliminary evidential assessment was extended countywide on 3rd January 2018. The system currently applies to crimes which would be prosecuted as common assault or summary offences. The monthly throughput for January is likely to be around 1,400 reports which have all been assessed and investigated using EBIT. The filing rate of just under 60% has significantly reduced the number of cases without viable lines of enquiry allocated to officers for further investigation. Importantly, a victim satisfaction survey has now been completed of around 200 crime victims whose case was subject to EBIT assessment. 73% were satisfied with the outcome, and 8% had no opinion. Amongst those who expressed dissatisfaction, the primary issue raised was delays in answering the initial telephone call rather than the EBIT assessment process. There have been no formal complaints arising from the use of EBIT.

A number of other forces are either formally signed up to EBIT or showing increasing interest, these include Essex Police, Cambridgeshire Police, South Yorkshire Police and Northamptonshire Police.

9. Risks.

Risks to the breadth of performance issues are always considered in both a generic and dynamic manner as well as in formal and informal settings. The force, according to HMI Zoe Billingham has an exceptional capability of responding to and dealing with problematic areas of service delivery which starts with the transparency of recognising issues and then setting corrective plans to counter any negative effect that frustrates the delivery of policing services.

Since 2012, the force has seen a year-on-year reduction in people (officers and staff) and our headcount management plan has served the force in ensuring that we have operated within an affordable context. New Horizon has strengthened the way in which services are organised and delivered to deal with the threat, risk and harm posed within the county. The PCC's additional budgetary flexibility offers a very important counter measure to risks and moreover strengthens a model that has gained operational and organisational credibility.

10. Summary.

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