

Report to the Commissioner's Performance and Delivery Board

Date: 6 December 2017

Title: Police and Crime Plan Delivery: Progress Report

From: Chief Constable



INTRODUCTION

1. This paper provides an update on how Kent Police is delivering against the objectives set in the Police & Crime Plan, including longer term comparative data to show direction of travel, alongside key areas of response. It is noted that stage 1 of the new quality performance framework (QPF) has now been introduced across the force. Stage 2 of the QPF's development will include the assessment of performance against the PCC's Police and Crime Plan.

PUTTING VICTIMS FIRST

2. The force is dedicated to ensuring that victims are able to make contact and report crime, antisocial behaviour, or incidents and concerns, to be dealt with effectively.

Victim Satisfaction

3. The force surveys victims of Hate Crime and Domestic Abuse (DA) incidents to assess the service they received and to continuously improve the response it provides to vulnerable victims of crime. The force is also developing a survey for victims of burglary and sexual offences, as well as exploring ways to consult with residents of Kent to gauge whether the force is perceived as fair and reliable; in line with the Crime Survey of England and Wales.
4. The most recent DA survey shows that 87% of people surveyed are satisfied with the service they received. This has been at a constant level since the introduction of the DA survey at the beginning of 2017.
5. 79.3% of Hate Crime victims report that they are satisfied with the service they received. This is an upward trend over the last 5 quarters and an improvement on the same period last year of 2.8%.

Victim Code

6. The Victim Code outlines key rights of victims and minimum standards they should expect. These include:
 - to be kept informed about the progress of their case by the police;
 - to hear when a suspect is arrested, charged, bailed or sentenced;
 - to apply for extra help when giving evidence in court (called 'special measures') if they are vulnerable, intimidated, or a child or young person;
 - to apply for compensation;
 - to make a Victim Personal Statement (VPS) to explain the impact of the crime, and to have it read out in court, with the permission of the court;
 - to be told when an offender will be released, if that offender has been sentenced to a year or more in prison for a violent or sexual offence;
 - to receive information about taking part in restorative justice schemes;
 - to be referred to victims' support services; and
 - to seek a review of a decision not to prosecute.
7. Some of the above standards cannot be measured by the force in terms of statistical or numerical data; therefore overall compliance with the Victim Code is difficult to measure. However, in order to further assist delivery against the code, a daily report is generated showing officers the last date they updated victims in relation to progress of their case and flags those that are over 18 days since last update. The current daily snapshot¹ shows that 96.4% of victims have received updates in the last 18 days.

¹ Taken from daily victim code report and daily performance report dated 08/11/2017.

8. All victims should be offered the opportunity to make a Victim Personal Statement (VPS) by the investigating officer at the point of first engagement. The force consults with victims of DA and Hate Crime and gauges compliance with this key aspect of the code. The following shows a table of the latest results:

Were you offered the opportunity to complete a Victims Personal Statement?		
Domestic Abuse Victims	Yes	59%
	No	32%
	Don't know/ NA	9%
Hate Crime Victims	Yes	23%
	No	58%
	Don't know/ NA	19%

9. Whilst Kent compares better than the National Crime Survey of England and Wales (2016/17), where only 17% of victims were offered the opportunity to make a VPS, necessary improvement in this area is being led by Kent's DA Strategy Group alongside Hate Crime leads. The current review of victim consultation will also ask victims of crime more specific questions in relation to the VPS, in line with the Victims' Commissioner report findings².
10. All victims of crime are referred to Victims' Support Services (VSS) on a daily basis, through an automated download, unless they opt out. In the last 6 months (May to October 2017) approximately 5% of victims opted out of Victim Support: 2951 of 64075 reports. These statistics are reported regularly to the OPCC.

Force Control Room (FCR) and Investigation Management Unit (IMU)

11. For many victims, the initial contact with the force is through the FCR or IMU. Performance around the key areas of 999, 101 and IMU calls, along with attrition rates, is within the 'Force Performance' paper submitted to the PCC Performance and Delivery Board, to be held on 6 December 2017.

FIGHTING CRIME AND ANTI-SOCIAL BEHAVIOUR

Anti-Social Behaviour (ASB)

12. ASB has seen an 11% reduction in the 12 months ending October 2017, compared to the previous year ending October 2016. This is a similar picture across all three strands of ASB.
13. One division has worked with their Local Authority to utilise new powers under the Anti-social Behaviour, Crime and Policing Act 2014, using the flexible Public Space Protection Orders and Community Protection Notices in areas of ASB in Ramsgate Harbour, Canterbury Centre and Ashford Town Centre. These have proven to be useful tools to combat concerns raised in these areas and mitigate some of the concerns of local residents and businesses.

Recorded Crime

14. An overview of recorded crime for the force is included within the 'Force Performance' paper submitted to the PCC Performance and Delivery Board, to be held on 6 December 2017.

Integrated Offender Management (IOM)

15. The forces approach to IOM was revised in September 2016, widening referrals to the cohort to include 12 priority groups which reflect the forces control strategy. The decision process around offender management and Red, Amber Green (RAG) ratings have been updated to represent the Threat, Risk and Harm (TRH) the individual presents. Multi agency referrals for offenders with multiple complex needs are received and assessed at operational meetings which take place divisionally on a monthly basis, co-chaired between Detective Inspectors and Senior Probation Officers and attended by the Youth Offending Team. At these meetings decisions are made regarding RAG ratings, whether offenders remain on the cohort and actions to manage the risk posed by the individual.

² <https://s3-eu-west-2.amazonaws.com/victimscmm-prod-storage-clhgxqum05k1/uploads/2017/11/VPS-Review-2016-17.pdf>

16. The relevant IOM hubs currently manage a cohort of 215. This cohort is made up of 105 identified Domestic Abuse perpetrators, 60 Multi-Agency Public Protection Arrangements (MAPPA) or Serious Violence offenders and 26 gang nominals. Of these:
- 100 are living in the community;
 - 12 are under 18;
 - 211 are male; and
 - 4 are female.
17. Of the current 100 cohort in the community, 56 offences have been committed whilst on IOM, this is compared to 442 offences recorded for the same time frame prior to IOM, a reduction of 386 offences (-87%).
18. Within the July 2017 cohort, where 82 individuals were in the community, 55 offences were committed whilst on IOM, compared to 380 recorded for the same time frame prior to IOM, a reduction of 325 offences (-86%).
19. Whilst cohort numbers change from month to month, the average time for subjects on IOM is 11.5 months.

Operation Capture (Next Steps)

20. Operation Capture was the response to tackle and stem increased demands in outstanding suspects sought for arrest, active crime investigations and attendance to 999 and 101 calls for service.
21. A review of Operation Capture has been conducted and learning has been identified. This was an effective mobilisation and coordination of resources during a period of unprecedented demand. The FCR and IMU have subsequently developed processes to provide the early identification and notification of increases in new and emerging demand. In support of resourcing a list of restricted and recuperative officers and staff from outside of Division and FCR/IMU is now being developed. The Force Daily Management Meeting will be the mechanism to address shortfalls and any resourcing requirements. The force intends to build on the success of this operation in order to provide a fast and effective response at the early signs of future unexpected surge in demand. The longer term solution is the development of a Business Continuity Plan and 'Strategic Reserve' to give Kent Police the agility to flex to seasonal demands, ready for implementation in Spring 2018 to test ahead of the Easter period.
22. The force has developed a standardised 'risk assessment framework' for outstanding offenders to identify, through an evidence base, those offenders that present the most risk, to enable prioritisation. Early indications are that more high risk outstanding offenders (+10%) are being arrested within 7 days, and over 87% of all outstanding offenders are being arrested within 14 days.

TACKLING ABUSE, EXPLOITATION AND VIOLENCE

23. The force continues its focussed approach to tackling DA. The Assistant Chief Constable for Central Operations over-see a comprehensive governance structure in relation to DA which has been in place for twelve months. The Action Plan focusses on providing a prompt initial service to victims of DA, ensuring that appropriate safeguarding is in place, working more closely with partner agencies in order to prevent further offences by safeguarding those living in abusive relationships. There is also comprehensive work being undertaken to increase partnership effectiveness, increase public confidence and increase offenders brought to justice.

High Risk Domestic Abuse (DA), Domestic Violence Protection Notices (DVPN) and Domestic Violence Protection Orders (DVPO)

Month/ Year	DVPN Issued	DVPO Applied For	DVPO Granted	Number of DVPO Breached	Percentage DVPO Applied for	Percentage DVPO Granted	Monthly average Breach Rate
RY to Sept 2017	170	145	137	21	85%	94%	15%
Previous RY	239	212	203	44	89%	96%	22%

24. A recent analysis of DVPO repeat business highlights that rates are on par with the repeat victim rate for all DA. Repeat rates after expiry of DVPO are notably twice this rate but this is possible due to the risk and frequency of DA likely to have already been higher pre DVPO than for cases without DVPO.
25. Time periods for comparison are varied as the DVPO is typically between 14 days to 28 days in duration and therefore the time period for reoffending is lower. The DVPO breach rate is currently measured at 15% and the repeat offending rate during DVPO is lower than after DVPO expiry indicating the preventative benefit of the order.
26. After expiry the repeat rate shows indications that the DVPO is not necessarily preventative longer term which is subject to further analysis in regards to where ongoing support can be strengthened in protecting those victims post DVPO. Indeed in 16% of DVPOs after expiry the perpetrator goes on to reoffend.
27. Where penalties are given for breaches they range from fines between £10 and £150 and imprisonment up to 28 days.

National Referral Mechanism (NRM)

28. The National Referral Mechanism (NRM) is a framework for identifying victims of human trafficking or modern slavery and ensuring they receive the appropriate support. At the core of the NRM is the process of locating and identifying “potential victims of trafficking”.
29. Nationally published NRM figures for Kent are released quarterly³ however the data is currently incomplete for the most recent year. The main issues within Kent, as shown by the referral presentations, concerns labour exploitation (both genders and including minors) and female adult sexual exploitation.
 - 1st October 2015 to 30th September 2016: 69 referrals relating to Kent presentations for the 12 months, of which 15 were from Police, 17 from Local Authorities (LA) and the rest from third parties.
 - 1st October 2016 to 30th June 2017: 78 referrals for the 9 months (July-Sept not yet published), of which 26 were from Police, 12 LA and the rest from third parties.
30. An analysis of local held data for the force highlights:
 - The level of NRMs has increased by 34%, up to September, with Kent Police submissions more than doubled. This is all consistent with the increase in overall investigations into modern slavery and human trafficking that the force has dealt with; which have tripled in the last year.
 - In the most recent twelve months, presentation of minors has increased from 26% to 44%, and 60% of NRMs relate to males.
 - Nationalities presenting have not changed a lot between years with Vietnamese and Eastern Europeans being most common, with African nationals also increasing in volume.
 - Labour exploitation remains the most common issue with sexual exploitation of adult females common: sexual exploitation of minors is rarely reported. Criminal exploitation through drug running and drug sitting has become more common in the last twelve months.

Safeguarding victims of Child Sexual Exploitation (CSE)

31. There have been over 670 interventions made in relation to persons identified at risk of CSE in the last 12 months. This is an increase of approximately 50% on the same period the previous 12 months⁴.
32. The force has made 4527 Child Protection referrals for the rolling year ending September 2017, which is an increase of 22% (+996).
33. There is data being gathered by the Missing Child and Exploitation Team (MCET) which evidences improvements in relation to safeguarding and risk assessments surrounding missing children. Divisions are reporting the average time missing has reduced dramatically and there is evidence of an increase in the numbers being found by police. There is also consistency to dedicated risk assessments being completed in relation to risk identification.

³ <http://www.nationalcrimeagency.gov.uk/publications/national-referral-mechanism-statistics>

⁴ This is based on locally collected information and is used for simple comparative purposes to denote statistical comparisons and should be used with caution without additional context.

34. The Vulnerability Investigation Teams have created greater dedicated capacity to manage domestic abuse, child abuse and adult abuse. Engagement with officers and staff demonstrate their support to the introduction of New Horizon in response to this threat.
35. The force continues to develop partnership working practices to combat and tackle vulnerability and exploitation across the county. One division is currently working with Justice for Care to secure funding to appoint a Human Trafficking Navigator. The appointed post holder will work with vulnerable adults believed to be subject to trafficking and modern day slavery to signpost and support victims away from their situation and where possible engage with police to support enforcement and protection activity. This compliments the activity and drive provided by the new policing model 'New Horizon'. An overview of New Horizon is included within the 'Force Performance' paper submitted to the PCC Performance and Delivery Board.

Rape Offences

36. The force has experienced an increase in recorded offences of Rape over the last year alongside other rises in recorded crime. These increases follow significantly improved risk assessments for victims of DA to understand the complex issues surrounding systematic abuse over extended periods, which have in cases identified offences of Rape, alongside processes to enable reporting through third parties.
37. Kent has developed a response plan to the increased demand in investigating Rape offences, with the following objectives:
- To deliver rapid and sustained improvements in the quality of Rape investigation within Kent Police; putting victims and witnesses first and acting with integrity, including:
 - Establishing a detailed analysis of Rape demand to enable clear understanding of the challenges faced and mobilisation of the resources required.
 - Defining quality performance standards for Rape investigation and the capability / capacity required to deliver a quality service.
 - Ensuring that the Qualitative Performance Framework reflects the key indicators of service standards identified.
 - Delivering progress against HMICFRS Inspection reports, internal audits, evaluations and other reviews.
 - To provide an opportunity for service providers to report best practice and/or risks and/or issues that might threaten Force performance.
 - To facilitate organisational learning and continuous improvement across the Force.
 - To commission and/or receive results of research concerned with establishing factors and initiatives to improve performance.
38. A comprehensive governance structure is in place to support the delivery of these objectives led by a Chief Officer. Additionally New Horizon's launch in September 2017 has trebled the number of officers and staff dedicated to the investigation of crimes involving vulnerable victims and this investment is already seeing the return of positive performance progress.

COMBATTING ORGANISED CRIME AND GANGS

Organised Crime Groups (OCG)

39. The force continues to actively combat organised crime and gangs, led through the Kent and Essex collaborated Serious Crime Directorate (SCD) and delivered locally through Community Safety Units and local teams.
40. In the last six months, May to October 2017, there have been a total of 116 disruptions of members identified as operating within OCGs. The impact of the disruption is measured, in line with a national framework, as ranging from major to minor or having no impact. Of the total disruptions to known OCGs, only 7% were measured as having negative or no impact.

	Major	Moderate	Minor	Negative	None	Total
Total	10	13	85	1	7	116

41. On average, the force undertakes 4 disruptive activities to known OCG per week. During the last 6 months there have been 14 new OCGs added to the Kent OCG Tracker. The main crime types that these groups were nominated for are:
- Drugs x 6
 - Acquisitive Crime x 1
 - Labour Exploitation x 2
 - Human Trafficking/Modern Slavery x 4
 - Money Laundering x 1
42. A review is undertaken at each Division annually, to compliment the quarterly Serious Organised Crime Board. The board is chaired by the Serious Crime Directorate Assistant Chief Constable, with attendees including Heads of Serious and Organised and Serious Economic Crime and Intelligence department, the Force OCG Co-ordinator and divisional officers and staff, including Lead Responsible Officers (LRO) who are responsible for managing the OCG.
43. A review of the activity against each OCG takes place focussing on activity against the national 4P approach: Protect Prevent, Prepare and Pursue. This meeting seeks to identify and share best practice and any areas for further development required.

Gangs

44. The force works in partnership with the Eastern Region Specialist Operations Unit (ERSOU) to identify county drug lines that impact within the county of Kent. Information received from the Divisional Intelligence Units is coordinated through the Central Analytical Team and shared with the ERSOU. There have been a number of active lines identified as operating from London into Kent.
45. The force continues to focus on those vulnerable to gangs, with strong partnership activity to safeguard and prevent gangs from moving into the premises of vulnerable victims, referred to as 'cuckooing'. Local Policing Teams provide an agile response to intelligence and will undertake enforcement at premises identified as being used for drug distribution and those locally dealing drugs on behalf of the county line.
46. In the East of the county there has been the commissioning of two outreach case workers through the St Giles Trust (tackling Gang Violence Project) to support 60 young people in East Kent away from gangs. The project team, coordinated by an Inspector on the Margate Task Force has delivered awareness talks to over 4000 partners and staff from the children's workforce. The Task Force has also conducted 2500 safe and well visits for vulnerable community members subject to cuckooing and introduced two family support panels a week to support cuckooed and gang effected families away from their situation.

Proceeds of Crime Act (POCA) Seizures

47. In the months of August to October 2017, the force has made seizures under POCA to the value of £64,670. These seizures related to 7 gangs and 2 OCGs.

Fraud and Cyber Crime

48. Within the Serious Economic Crime Unit there is a dedicated Cyber-Crime Unit (CCU) to tackle the growing threat from computer crime, digital threats and online fraud. Detectives in the CCU investigate serious and complex computer-dependent crimes from malware attacks, to OCG networks involved in laundering the funds of drug sales on Dark Web market places through bitcoin. The CCU contains two dedicated Protect Officers who work tirelessly to educate and safeguard the community from the ever changing cyber threats. Protect Officers have responsibility for identifying key vulnerabilities to individuals and businesses, offering support and guidance through conferences, social media and key groups/partnerships such as the banking sector, the Federation of Small Businesses and Neighbourhood Watch. These officers also analyse victim data from Action Fraud and provide safeguarding advice.

49. The Crime Survey of England and Wales has used experimental data in its latest public release in relation to fraud, with the first national data due for release in January 2018. Early indications suggest that there has been a national rise in fraud, as reported by financial institutions⁵.

PROVIDE VISIBLE NEIGHBOURHOOD & EFFECTIVE ROADS POLICING

Police Community Support Officers (PCSO) and Community Roles

50. The Force has protected the 300 PCSO roles in Kent under the new policing model. The introduction of Youth Engagement Officers and the Vulnerable Adult Intervention PCSO roles on Districts have allowed for a specialist approach across each district and targeting our visibility more effectively at those that most need support and intervention.

Roads Policing

51. Arrests for driving offences⁶.

	2016	2017 (to date)	% change
August	173	203	+17.3%
September	162	195	+20.4%
October	200	201	+0.5%
	535	599	+12.0%

52. Road traffic Collision data.

Severity of Collision	2016	2017 (to date)	% change
FATAL	13	17	+31%
INJURY	1318	1172	-11%
NON-INJURY	1467	1321	-10%
Grand Total	2798	2510	-10%

53. There has been a 10% reduction in the number of collisions in Kent when comparing the last 3 months with the same 3 months of 2016, which is due to the reduction of non-injury and non-fatal injury collisions.

54. In relation to fatal collisions, there has been an increase of 31%, or 4 collisions.

55. The majority of fatal collisions had multiple contributory factors, but the most prevalent has been excess speed which has resulted in a poor manoeuvre or misjudgement of the road conditions. The second highest contributor was the presence of alcohol or drugs.

56. A recent review of the resourcing of the Roads Policing Unit (RPU) has identified the need to increase the proactive and reactive capability of the unit. The RPU have received a cost neutral increase of 4 officers and the SCIU have gained a Police Sergeant (SIO) post aiding the post incident investigation process.

57. A strong overlap has been identified between those likely to kill and seriously injure on the road and those causing the most harm in their communities through organised criminality. The force and partners have invested in a Police Staff member to research, plan and co-ordinate activity in this area, which has resulted in an operation which identifies and targets recidivist drivers.

⁵ <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/june2017#what-is-happening-to-trends-in-fraud>

⁶ Reason for arrest is any of the following "DRIVING WHILST UNFIT (DRINK), FAILING TO STOP AFTER ACCIDENT, DRIVING WHILST DISQUALIFIED, FAILING TO REPORT ACCIDENT, DEATH BY RECKLESS/DANGEROUS DRIVING, DANGEROUS DRIVING, DRIVING WHILST UNFIT (DRUGS), EXCESS BREATH ALCOHOL, DRINK/DRIVE, DRUNK IN CHARGE OF MOTOR VEHICLE"

58. Over the last six months, 8 targets have received prison sentences with another 12 likely in the next two months; this includes 8 high risk targets. A total of 33 vehicles have been seized and 35 summonsed to court. High risk targets are defined as those likely to kill or seriously harm others due to their driving.

Citizens in Policing

Special Constabulary

	Total Specials	Total Hours	Total hours spent with local policing and neighbourhood teams	Total hours spent on Community Safety Units
1st January – 31st May 2017	316	48,824.31	16,769	1245.45
1st June – 31st October 2017	304	44,148.16	14,003	2496.12

59. Specials have spent over 1280 days working alongside neighbourhood and CSU teams in the last year in support of operations and known increased demand periods.

Cadets

60. The force currently has 200 cadets at five units: Tonbridge, Maidstone, Dover, Canterbury and Medway, with further cadet intakes and units planned in the early part of 2018; including Gravesend and Thanet. To date, a total of 9500 hours have been served by the cadets.

Volunteers

61. The force has a healthy cohort of regular volunteers that help out in many different departments, including witness care, proactive teams, and custody and community safety units. In the last 12 months, volunteers have contributed over 15,200 hours to the force.

DELIVER AN EFFICIENT SERVICE

62. The force uses a number of different external data sets and inspection findings to evidence an efficient service. These data sets include Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL inspections, Value for Money statistics and the Statement of Accounts.

63. All police forces are subject to a formal inspection regime undertaken by HMICFRS. This regime is a vital part of the assurance that the PCC seeks in holding the force to account for Value for Money (VfM). As well as specific national studies, the HMICFRS regime covers an annual assessment of three main themes for each Force (referred to as the PEEL inspection): efficiency, effectiveness and legitimacy. The efficiency element includes an assessment of the financial sustainability of the Force over the short and medium term.

64. For efficiency, Kent Police were graded as 'good' in the HMICFRS inspection report for efficiency which was published in September 2017. Within the inspection the force received an 'outstanding' judgement to how well the force understands demand. In the national efficiency report, published the same date, Kent are referenced as 'good practice' in relation to future planning. A further inspection into legitimacy by HMICFRS is due to be published on the 7th December 2017.

65. The Statement of Accounts also provide context around the efficiency of the force. The statement highlights that the HMICFRS also publishes key VfM statistics for all police forces annually, the next report due to be published on the 16th November 2017. This is another key source of assurance in terms of Kent delivering an efficient service. The Force have shown a consistent pattern of sensible forward planning and disciplined accelerated delivery of savings requirements but within a framework of clear service vision and use of technology and innovation to minimise front line impact.

66. The force is collating its response to the draft Force Management Statement (FMS) for all police forces in England and Wales to be introduced in February 2018. HMICFRS will introduce a single assessment process known as the Integrated PEEL Assessment (scheduled for autumn 2018) which will include the introduction of the FMS. The consultation process, which will close on the 22nd of December 2017, seeks to assist HMICFRS in designing the final framework. Kent are well placed to respond to this process with previous position statements and relevant data routinely collected in respect to the 12 evidence areas of the FMS, which will include progress in delivering the OPCC's Police and Crime Plan. Engagement with the OPCC has taken place to coordinate respective responses and relevant activity. The programme timeline is shown below.

Start Date	Completion Date	Activity
October 2017	22 nd December 2017	HMICFRS launch of the FMS template for consultation
February 2018	May 2018	Final version of the FMS is launched by HMICFRS with deadline for completion
Autumn 2018	Autumn 2018	Integrated PEEL Assessment