

## Report to the Commissioner's Performance and Delivery Board

Date: 27 September 2017

Title: Police and Crime Plan Delivery

From: Chief Constable



### INTRODUCTION

This paper aims to provide an interim update on progress against the objectives set in the Police & Crime Plan previously agreed.

### PUTTING VICTIMS FIRST

#### Local Policing Directorate

1. The New Horizon model has been deployed through extensive consultation and stakeholder engagement and was implemented on 12<sup>th</sup> September 2017. The model was built with a focus on continuing to deliver a quality service placing vulnerability at the heart whilst delivering against the Mission, Vision, Values and Priorities of the Chief Constable and the PCC's Police and Crime Plan. The model puts in place specialist PCSOs dedicated to delivering a quality service in specific areas of business, enhanced central services with regard to the highest levels of vulnerability and see new teams created to deliver an enhanced victim service in regards to vulnerability including, Mental Health Team, Wanted Persons Bureau, Vulnerability Investigation Team, and Missing and Child Exploitation Team.
2. The implementation of the model is being overseen by the Deputy Chief Constable with a Gold and Silver command structure with daily benchmarking and data tracking to ensure that there are no barriers to successfully delivering a victim focused service.
3. New Horizon transfers ownership of rape and serious sexual offences to local Police Divisions. In anticipation of this change, and based on analysis of current performance and trends, an operation was commissioned to drive improvement in the force response and investigation into rape and serious sexual offences.

#### Central Operations

4. Central Operations has led and co-ordinated Operation Capture over the summer period. Capture was a deliberate response to the unprecedented surge in demand identified in May 2017 linked primarily to the impact of more rigorous recording rules relating to minor assaults and public order offences. The Tactical Operations command has mobilised resources around the county, including specialist units, to tackle growing numbers of outstanding offenders assessed as posing a "high risk" to the public; reducing the number of pending POLIT (indecent image) search warrants; and reducing the number of criminal suspects wanted on warrant by the courts.
5. Op Capture has resulted in the stem of outstanding offenders across the county and the introduction of a consistent method of assessing risk to aid prioritisation and to ensure that victims are not put at risk.
6. Central Operations resources were also deployed to support call handling and reduce waiting time in relation to domestic violence incidents and sexual offences.

#### Support and Corporate Services

7. Corporate Communications has played an important part in preparing the organisation for the launch of New Horizon. It has also led an independent project to carry into effect online crime reporting (including hate crime), which is now live as a pilot, with a marketing campaign planned for coming weeks once the system is bedded in. Initial feedback on the new facility is very positive. Online recording of traffic accidents is also now open to the public.
8. A review of the current victim surveys is underway with a focus on vulnerable victims and ensuring that the victim's voice shapes the forces service delivery.

9. The Analytical Department is supporting the Operation Aries review of serious sexual offences with an in depth “problem profile”. It is also preparing options to refresh the wider Quality Performance Framework.

## **FIGHTING CRIME AND ANTI-SOCIAL BEHAVIOUR**

### **Local Policing**

10. Local Policing has faced a period of exceptional demand in the period since May 2017, in which anticipated seasonal trends have played only a limited role. During the early summer the Force experienced a rapid growth in the number of “live” investigations and outstanding suspects, which led to the commissioning of Operation Capture. Over the last six weeks, however, key diagnostics have indicated gradual improvement across a range of key indicators ranging from live crime to call waiting times and 101 call attrition.
11. All recorded crime shows a 23% increase on the previous year, driven primarily by a surge in recorded violence following the crime data integrity inspection. Other crime types, however, also show significant increases. Theft & handling offences, for instance show a 10% increase on the rolling year, whilst criminal damage is up 12%.
12. The fastest increasing category of crime is public order offences. Changes in this area are driven by the requirement to record an offence at incidents of disorder where all parties have left the scene before police arrive and to record verbal abuse as a crime. The rolling year to August 2017 shows a 63% increase in these categories, but that figure is likely to continue to climb with nearly three times as many offences recorded in July 2017 as the same period in 2016. The number of offenders charged has not changed, though the “charge rate” has dropped sharply under the influence of additional recorded crimes.
13. Changes to the recording of burglary (replacing the established categories of “dwelling & other” with “residential & commercial/community”) render comparisons over time more difficult. Broadly, however, the long term reduction in recorded burglaries, which began in the 1990s, appears to have halted and East Division is showing a significant increase in recorded crime of this type across the first five months of the financial year. It should be noted, however, that this increase is based on comparison to an all-time-low in recorded offences in the previous year.
14. Taking victim based crime as a whole, the rolling year charge rate expressed as a percentage has declined. However, the total number of suspects charged with a crime has actually increased by 14% compared to the previous rolling year. This increase, however, is slower than the overall rise in recorded crime.

### **Central Operations**

15. The Wanted Person Bureau which is now operating under the management of Central Operations effectively assesses and manages risk presented by all strands of wanted persons, providing a consistent approach across the county, and has played an important role supporting Operation Capture.
16. The greatest challenge in tackling the problem of wanted persons is clearly the number of foreign offenders granted bail by the courts who subsequently fail to appear for trial. Many of these suspects have no permanent ties to the UK and are believed to have left the country.
17. Following a review of wanted persons opportunities to enhance the assessment of risk and prioritisation outstanding offenders were identified. An in-house IT solution, known as the ‘risk assessment framework’ was designed, constructed and implemented in August 2017 following extensive consultation. The framework was subsequently tested at West Division, and rolled out force-wide.
18. The assessment uses ‘crime severity scoring data’ from the ‘Office of National Statistics’ as an evidenced base upon which to determine the risk posed by an outstanding offender. By doing so it applies a weighting relative to the harm/severity of the offence and the demands these place on the police using average sentencing data to score the outstanding offender. The Domestic Abuse, Stalking and Honour Based Violence (DASH 2009) Risk Identification, Assessment and Management Model provides a further evidence base to influence the weighting along with a number of measures that recognise vulnerability to provide a final scoring.

19. The final scoring determines the agreed level of risk through a red, amber, green (RAG) assessment with static thresholds ensuring a consistent, evidence based assessment across the county.

### **Support and Corporate Services**

20. The Corporate Communications team has focussed on a number of media releases around gang crime over recent months. They have also worked in partnership with Brinkworth Films to produce positive media content relating to the force effort to bring wanted people to justice through a fly-on-the-wall documentary series. This is to be prime time viewing within the next few months. They have also engaged with Meridian, Heart FM and the KM Group to improve public perceptions of new officer safety tools such as spit guards and body-worn-video.

## **TACKLING ABUSE, EXPLOITATION AND VIOLENCE**

### **Local Policing**

21. Missing and Child Exploitation Teams have commenced operation across the county as part of New Horizon. These provide specialist investigative resources to reduce risk to those vulnerable to exploitation and seek to reduce harm to children who are missing from home.
22. Recorded Violence Against the Person (VAP) has grown by around 40% following the changes to crime recording arrangements required by HMIC. Positive outcomes, measured in terms of charges, cautions and community resolutions, are stable in the medium term, though headline "rate" figures show a sharp decline driven by the increase in volume recorded. Rolling year figures will take around another 8 months to stabilise.
23. Most serious violence and homicide statistics (which have not been impacted by changes in the interpretation of the counting rules) show a slight decline from year to year. Police call data relating to incidents involving violence shows the same pattern.
24. Data concerning offending and intelligence with the Regional Organised Crime Unit is shared on a weekly basis and data sharing and operational support between levels 1 and 2 is an ongoing process.
25. Support is also given to national weeks of action against different themes including child trafficking and sexual exploitation as part of Operation Aidant, set by the National Crime Agency (NCA).
26. Relationships are being built with outside agencies to widen the intelligence picture around both criminal activities and safeguarding needs. A new E-form has incorporated a software change upgrade and is currently being tested, before being moved to the live environment. This will provide more strategic information into other agencies' involvement in the section 136 detention process. Mental health monthly reporting is undergoing development as part of New Horizon.
27. Three risk management FCR response plans are being piloted between FCR and the analysts to tailor responses to specific individuals with mental health needs. Results analysis will then be completed so that the effectiveness can be reviewed before a decision to make it standard practice is made.

### **Central Operations**

28. Paedophile On-Line Investigation Team (POLIT) have experienced a steady increase in demand linked to increasing numbers of suspect referrals, frequently from US law enforcement. Operation Capture has aimed to ease the pressure on this department. The Marine Unit in particular have supported POLIT by executing a large number of search warrants over the summer months. The Serious Crime Directorate has also supported the department through the loan of investigators to act as case officers.
29. Domestic abuse continues to be a priority for the force, featuring prominently within its control strategy and the focus of a specific operation. In August 2017, the arrest rate stood at 54%, and although this has seen a slight reduction in the percentage the actual number of arrests has doubled over the last 2 years, but against a larger rate of domestic abuse recording, which brings the overall percentage down

### **Support & Corporate Services**

30. Corporate Communications is running an awareness campaign in partnership with Canterbury Christchurch University, aimed at new students, under the banner "Consent" which aims to raise awareness of what constitutes valid consent in sexual relationships.

## **COMBATING ORGANISED CRIME AND GANGS**

### **Local Policing**

31. Each Division now has a team whose role is specifically to target the threat of gangs and individual gang members. The teams also work closely with Strategic Partnerships to ensure a "4P" plan approach, endorsed by HMIC. The intelligence picture relating to gangs is complex and changes rapidly. Operations continue to focus on "County Lines" – anonymous phones controlled by London-based gangs through which large volumes of Class A drugs are sold. The force monitors the link between gangs and serious violence/firearms. It is important to note that so far, there has been no significant increase of knife crime and firearms offences linked to Gangs, whereas Essex has seen a sharp escalation over recent months/years.

### **Serious Crime Directorate (SCD)**

32. For the period April, May and June 2017 there have been 68 recorded disruptions against Kent Organised Crime Groups. This activity has disrupted those individuals who pose a threat to the Kent community as a result of being engaged in organised criminality. The types of crime include Drugs, Money Laundering and Organised Acquisitive Crime. The type of disruption activity conducted varies and includes the revocation of licences, arrests for violent offences and the sentencing of individuals for over 10 years.
33. Operation Kitbag is an example of the work of SCD to combat organised drug supply and money laundering. Fourteen offenders were charged with conspiracy offences relating to the largest scale cannabis cultivation enterprise yet discovered, believed to exceed £40,000,000 in value. They received sentences ranging up to 14 years.
34. SCD has also targeted organised criminals who use firearms. Peter WENN was sentenced to 12 years imprisonment on 1<sup>st</sup> September after pleading guilty to charges of possession with intent to supply cocaine and amphetamine, as well as possession of a prohibited firearm (specifically a sawn-off shotgun) and ammunition. Drugs to a value of £134,000 were seized.
35. Operation Missouri related to an aggravated burglary involving serious violence by offenders armed with a firearm and other weapons. More than 20 offenders have so far been charged with related offences. Eight have so far been convicted and sentenced, receiving penalties of imprisonment ranging from 12 to 20 years each.
36. Operation Minnow brought to justice a group of four offenders who were committing commercial burglaries using the "ram raid" tactic, often causing extensive damage to target premises. Four suspects were charged with twelve separate offences and received sentences from 30 months to over 5 years.

### **Support and Corporate Services**

37. The Analytical team has introduced the "Individual Harm Matrix" which allows the force to assess the threat posed by specific gang members and will enable improved mapping of criminal associations. The IHM links Kent's Gang-related intelligence to the rest of the Eastern Region.
38. Corporate Communications is also running the "Protect & Connect" campaign which aims to promote safe use of the internet. It deals with both sexual predators and safe transactions online.
39. The Force shares data around county lines and individuals linked to gangs with the Regional Organised Crime Unit and receives a regional overview in return.
40. Gang workshops are now being held to ensure information and best practice is shared among practitioners. This includes Raptor teams, intelligence units and strategic partnerships working together across levels 1 and 2.

## **PROVIDING VISIBLE NEIGHBOURHOOD POLICING AND EFFECTIVE ROADS POLICING**

### **Local Policing**

41. The New Horizon operating model secures the future of 300 PCSO roles and introduces new roles within that establishment aimed to deliver closer liaison with vulnerable members of society and minority groups. In particular PCSOs will now play an important role in dealing with missing people and vulnerable youngsters who may be at risk of abuse.

### **Central Operations**

42. Operation Tramline was a recent initiative by the Commercial Vehicle Unit to deal with motoring offences by lorry drivers. An unmarked HGV was used by patrols to provide an angle of vision into large vehicles to identify offences relating to the illegal use of mobile telephones and live entertainment systems. One driver was found watching television in the cab of a moving HGV. Between March and July 2017, as a result of Tramline and other operations, 544 penalty notices were issued by officers for driving while using a mobile phone/ handheld device in Kent.

### **Support and Corporate Services**

43. Corporate Communications continue to develop the website and have been responsible for extensive updating work in preparation for New Horizon.
44. The Force Open Day was held on 1<sup>st</sup> and 2<sup>nd</sup> July. 8,000 officers and family members attended the staff day and a record-breaking 13,500 members of the public attended the Sunday event. Stallholders included a wide range of voluntary-sector organisations and partners including Ambulance, Fire Brigade and staff organisations.

## **DELIVERING AN EFFICIENT SERVICE**

### **Central Operations**

45. Building on an initial review, a wider action plan now exists to re-engineer Force Control Room systems and processes with a view to improved efficiency and service delivery. It is recognised that current systems have gradually evolved over a long period, with incremental changes as the organisation has responded to different pressures over a long period. Resulting processes are believed often to be unduly complex and prone to delay.
46. The Roads Policing Unit is working with the voluntary sector to reduce the cost and improve the capability to manage serious traffic disruption. Kent has become the first force nationally to grant Police powers relating to the direction of traffic to a volunteer partner organisation, Kent 4x4 Response, who can now assist with the wider management of disruption to the road network, except motorways.
47. There is a continuing reduction in the number of people killed or seriously injured on the County's roads. Year-on-year figures show a reduction from 64 to 53.

### **Support and Corporate Services**

48. The Corporate Communications digitisation project has now extended to Firearms Licensing, and it is anticipated that the paper-based system will be replaced by an online system during September/October 2017. This aims to reduce costs and waiting times.
49. The Mobile Data project continues to expand the functionality of over 2000 mobile devices now with frontline officers. Electronic e-forms are now available through the platform, which enables officers to submit crime reports and search other data at the scene of incidents without returning to the station between calls.

## **HMIC & HMCPS – STALKING AND HARASSMENT**

50. HMIC and HMCPSI published a joint inspection of the Police and CPS approach to Stalking and Harassment. The report had a national focus and Kent was not one of the forces inspected. The report was published on 5<sup>th</sup> July 2017 and made various recommendations, of which three were direct recommendations to Chief Constables and one joint to Chief Constables and Crown Prosecution Service leads.

51. Kent Police, as a result of previous internal inspections already had a tactical delivery plan in place for stalking and harassment. The new recommendations have been incorporated into the existing plan. The ACC for Central Operations (ACC Blaker) is the force lead.

<b>Recommendation</b>	<b>Kent Position</b>
Chief Constables should stop the use of Police Information Notices (PINs) immediately.	Kent Police ceased the use of PINs as of 13 <sup>th</sup> July 2017.
Chief Constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. CC should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	The powers of search are detailed in the force Stalking and Harassment Policy N14a. The force lead is establishing a process to monitor the frequency of use of the powers.
Chief Constables should work with Criminal Justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences. In the absence of such programmes, they should review whether interventions could and should be established.	Initial enquiries have been made with the National Probation Service and the Community Rehabilitation Company and neither offers a bespoke Stalking or Harassment intervention.  Force lead will progress scoping of third sector interventions and work with CJ partners to ascertain if there are any options available.
Chief Constables and the CPS Area leads should monitor and ensure compliance with stalking protocol.	Force lead is working with the inspection team to devise an inspection regime for Stalking and Harassment.  Force lead is working with Divisions to implement a process of case file quality checking on Stalking and Harassment cases.

52. The Kent Police plan also includes recommendations to increase awareness of stalking offences; ensuring officers are trained to safeguard victims. Kent are introducing a new risk assessment tool for non-domestic stalking offences to further enhance safeguarding of victims and ensure offences are correctly identified. An audit process is being developed to ensure case file quality and safeguarding processes are robust and in line with policy.