



Protecting our communities together

**Operation Devonport  
Situation Report  
For PCC Ron Ball**

DI Jason Downes  
September 2014 (V1.4)

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## **1.0 Introduction**

- 1.1 The purpose of this review and report is to outline the current position of Operation Devonport after the significant force changes in October 2013.
- 1.2 The investment of £6.2 million provided a significant opportunity to impact on protection and in particular, achieving the challenging targets set by Warwickshire Police Authority and subsequently the Police and Crime Commissioner.
- 1.3 Phase 1 of the operation involved the creation of an Operational Support Unit (OSU), Priority Policing Area Team (PPA) and Acquisitive Crime Team (ACT). All three teams had distinct operational objectives but worked together in support of the operations strategic intentions. The OSU and PPA team consisted of police officers, with the ACT having a mixed economy of police officers and Police Staff Investigators (PSI).
- 1.4 Included in this phase was the launch of 'Operation X' the public facing brand of the additional activity.
- 1.5 Phase 2 of the operation evolved as a result of organisational changes as part of the strategic alliance. This resulted in the realignment of the majority of warranted officers, away from the operation to mainstream policing, and a repositioning of police staff resources within the new blueprint model.

## **2.0 Operation Devonport Strategic Intention**

- 2.1 The strategic intentions and expected outcomes of this investment were set as:
  - Significant reduction in recorded crime, building on our recent performance success
  - Increase in overall arrest rates
  - Improved performance in achieving/exceeding Police Authority / Police and Crime Commissioner targets
  - Positive impact on Public Confidence

### **Operational Strategy:**

- Targeting Prolific Offenders
- Additional activity in Priority Policing Areas
- Tackling Cross Border Criminality

### 3.0 Executive Summary

- 3.1 Operation Devonport is the investment of £6.2 million to provide additionality to Warwickshire Police.
- 3.2 This investment has been during a time of extreme change, with the reduction of resources and operational challenges. The additional resources have provided stability and flexibility to the force.
- 3.3 There have been two distinct phases of activity. Phase 1 with dedicated teams of officers tackling performance challenges, and the current phase 2 with Police Staff resources providing additional support to priority policing issues and the operation's strategic intentions.
- 3.4 To maintain this additional resource further investment will be required. The current financial breakdown has been reviewed, with a balance of £1,814,701. Further funding of £5 million is requested, to provide stability and the capability to respond to threat, risk and harm during the next 2 financial years. This recommendation should be considered with the emerging requirement of further savings of £30 million from the budget, and the overall alliance redesign that will be required to achieve these savings.
- 3.5 Phase 3 of the operation requires a step change within the design, focusing on emerging risk and harm, enhanced cross border capability and embedding an innovative partnership strategy, mitigating risks caused by reduced capability and funding of partners such as the probation service.
- 3.6 There is a threat if the additional resources are removed, reducing the flexibility of the force to respond during times of increasing risk and demand. Continued funding will future proof the force during the change process, providing additional protection through proactive activity.
- 3.7 Performance has been successful with a large number of arrests (1526) and positive outcomes. There has been a significant increase in detection rates across the Priority Policing Areas.  
A number of additional resources have provided positive results including increased capacity to manage offenders through the Integrated Offender Management (IOM) process. The additional capability has allowed a clear focus on offender management and catching criminals.

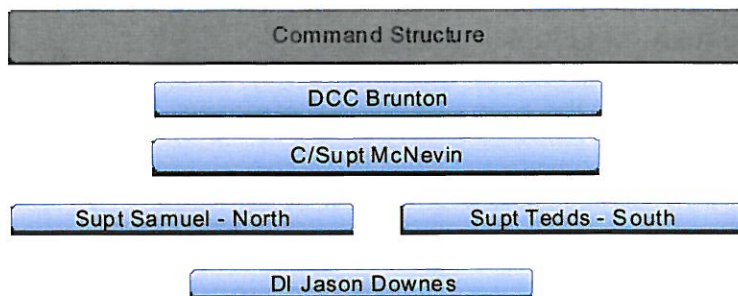


#### 4.0 Recommendations

1. That the PCC formally endorses the request that Operation Devonport continues until 2017 and that the £5 million funding is allocated from identified reserves
2. To implement the new operational strategy
3. Close the identified gap in cross border criminality through enforcement, using the flexibility of mobile ANPR
4. Future proof the operation with a new flexible partnership strategy

## 5.0 Structural Changes since 30<sup>th</sup> September 2013

### Command Structure



### 5.1 Contracted Staff

Devonport staff are employed on temporary contracts and the current breakdown of staff is shown below:-

Police Staff Investigators	51.6
5 Field Intelligence staff	3.59
Victim Support	2
Corporate Communication - Agency	1
Performance Analyst	1
Total Agency Staff	60.19

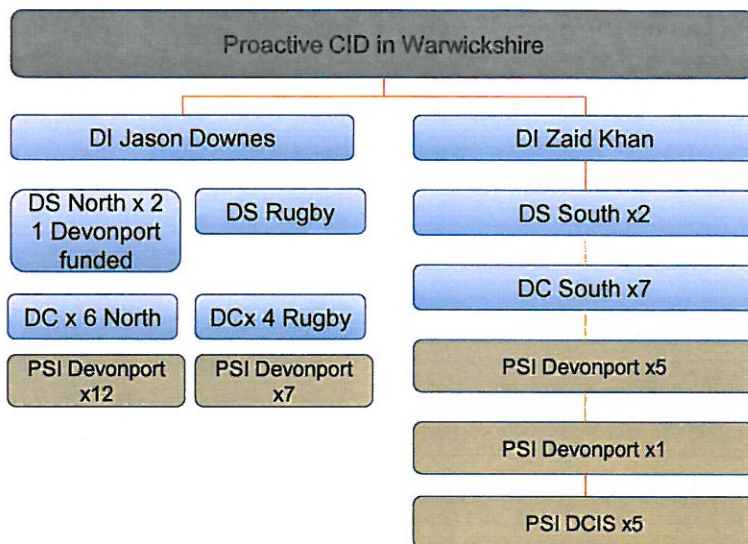
The corporate communication officer and performance analyst post (shown in italics) are currently vacant, so there are 58.19 currently employed in Full Time Equivalent (FTE) posts.

The following structure charts show the locations and current roles of staff. In essence within North Warwickshire the majority of Devonport resources are held as part of the proactive CID.

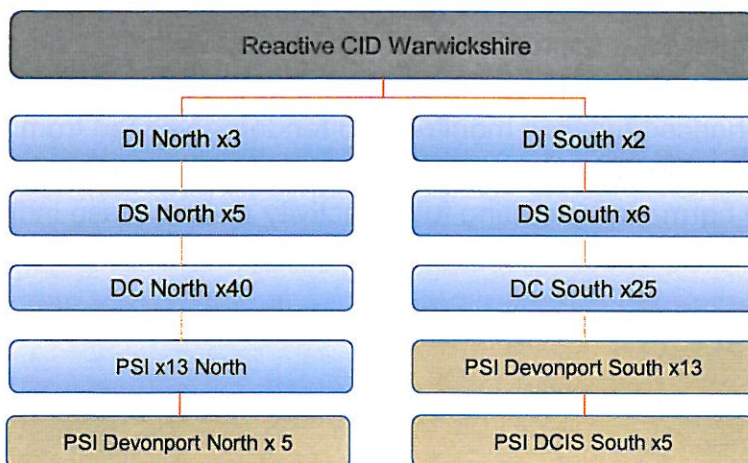
Within South Warwickshire the percentage of staff are split with a bias towards reactive CID. An enhanced intelligence function sits above both to support the extra staff and their objectives.

Blueprint posts are shown in blue and additional resources provided by Operation Devonport are in brown.

### 5.2 Proactive CID Additional Support

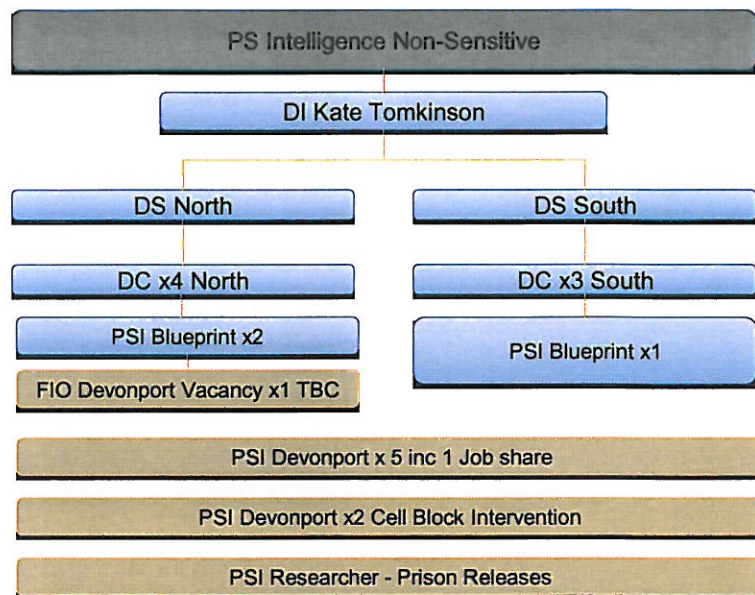


### 5.3 Reactive CID Additional Support



## 5.4 Intelligence Function

A number of Operation Devonport resources (as detailed below) provide an enhanced intelligence function that supports the strategic objectives -



This enhanced intelligence function allows development of intelligence opportunities at source from cell block interventions, increased research and development capability to support proactive operations. An enhanced function monitoring offenders released from prison is also supplied; identifying non IOM offenders due to be released that will cause harm, and targeting future activity around these individuals.



## 6.0 **Assets**

Additional equipment purchased, to support the increased staffing and the roles being performed.

### 6.1 Vehicles

- 16 vehicles are currently deployed to support the policing operation, mainly to allow effective deployment of the extra police staff. These vehicles are end of life vehicles; they were retained for this use to reduce capital expenditure, and will be removed from service at the end of the operation. They have attracted servicing and fuel costs to date of £31,000
- Six high performance vehicles were purchased for the OSU at the start of the operation. The specialist vehicles were purchased to provide a mix of enforcement capability, to conduct ANPR operations and proactive policing within the PPA's. The total cost of the vehicles and associated equipment was £96,197.00
- Ford Focus ST ANPR Vehicle £16,202.25

As a result of the recent change in the policing model the vehicles were moved across the fleet from local policing to the Operational Policing Unit (OPU) and Tasking Team (Protective Services), including West Mercia sites. High performance vehicles were not part of the new local policing model, so none of the remaining proactive CID teams had the required driving skills to use them.

### 6.2 **Equipment**

- 12 Airwave radios for additional staff, £14,336.16
- Desktop computers for the additional staff, £10,152.74
- Method of entry equipment was purchased for the PPA team, this has now been reallocated to Proactive CID, £13,000.00
- Material for 'Operation X' including promotional activity, £17,000.00

### 6.3 Automatic Number Plate Recognition (ANPR)

#### 6.4 Mobile ANPR

- The six vehicles procured for the OSU are equipped with mobile data and ANPR equipment that has cost £83,609.00. This, on board ANPR capability was very effective when joined with improved static ANPR assets along with the dedicated teams

Due to the movement of the vehicles to the OPU and Tasking Team, the ANPR provision was diluted across a larger geographical area in accordance with the staff postings. This operational tactic remains available to Warwickshire, but is delivered according to harm, threat and risk on a priority basis.

As a result it is hard to monitor and manage the performance of these assets that are now not solely attributable to the operation.

#### 6.5 Fixed ANPR

- Investment in fixed ANPR assets was made as a result of this operation; this was done at a time when the OSU and PPA teams were available to support this investment. The cost of this permanent improvement to the forces ANPR infrastructure has cost £139,560.24

This has included an increase in strategic cameras, located in Nuneaton, Bedworth and Rugby and additional cameras installed on the A5/A444 corridor.

These fixed assets linked to the overall ANPR system and proved very successful prior to the 30/9/2013, as additional resources were available to respond to these activations.

- This is a total capital investment in ANPR of £223,169.24

The current process for ANPR deployment is assessment of ANPR hits by I24 (Intelligence function), and deployment of the most appropriate resource by the Operations Control Centre (OCC).

## 7.0 Financial Breakdown

The table below shows the current financial position including the current projected spend for 2013-2014. It is likely this will be less as a result of a number of staff leaving the organisation and changes in structures.

Devonport funding for 2014-15	
	£
Approved budget 2012-13	6,165,116
Spend 2012-13	1,512,415
Balance at 1.4.2013	<u>4,652,701</u>
Projected spend 2013-14	2,838,000
Estimated balance for 2014-15	<u><u>1,814,701</u></u>

This currently includes (31/01/2014):

- £53,000 spend in police overtime
- £27,000 under spend in promotional activity

If the current Devonport structure is maintained an investment will be required to maintain the current staffing level and structure, using current data, this could be in the region of £841,299.

## 8.0 Performance

### 8.1 All Arrest data from 1<sup>st</sup> October 2012 – 31<sup>st</sup> January 2014

There have been 1526 arrests, with 1224 separate offenders arrested.

- 346 (22.7%) of all arrests were for Theft & Handling stolen goods
- 226 (14.8%) were for Burglary
- 208 (13.6%) were for Drug Offences
- 227 (14.9%) of arrests were on a Warrant
- 190 (13.6%) were nominal identified as 'Priority Offenders' (see appendix)

The following table (A) details the offence type for all arrests – where the offence type was not a recordable offence, the first arrest offence is listed in table (B) below.

<b>Table A - Offence Type</b>	<b>Total</b>
<i>Not Recordable – see below</i>	395
Burglary	226
Criminal Damage	22
Drug Offences	208
Fraud and Forgery	28
Other Notifiable	120
Robbery	48
Sexual Offences	19
Theft and Handling Stolen Goods	346
Violence Against The Person	114
<b>Grand Total</b>	<b>1526</b>

<b>Table B - First Arrest Offence</b>	<b>Total</b>
Breach of Bail	17
Breach of the Peace	7
Disqualified Driving	8
Drunk & Disorderly	14
Drunk & Incapable	1
Other	85
Positive Breath Test	32
S. 136 Mental Health Act	3



Violent Disorder	1
Warrant - Committal	2
Warrant - Failed to Appear	89
Warrant - Non-Payment	70
Warrant - Other	66

## 8.2 Detections

The following tables show the detection rates for key crime types during Operation Devonport (1<sup>st</sup> October 2012 – 30<sup>th</sup> September 2013), compared to the same period the previous year.

Detection rates are shown for crimes recorded in the following geographic areas:

- 1) The 3 Priority Policing Area (PPA) in Leamington, Nuneaton and Rugby
- 2) The 10 High Demand Safer Neighbourhood Team (SNT) Areas, excluding the areas that fall within the PPA's
- 3) The rest of Warwickshire, excluding the High Demand Areas (HDA) and PPA's.
- 4) Warwickshire, including the 10 High Demand Areas, but excluding the PPA areas.

### All Crime

	Pre Devonport	Devonport	Difference
	Oct 11 - Sep 12	Oct 12 - Sep 13	Percentage Points
All Crime			
PPAs	30.3%	34.8%	4.5%
Rest of HDAs	20.8%	24.4%	3.6%
Force Excl HDAs	15.2%	20.2%	5.0%
Force Excl PPAs	17.6%	22.0%	4.4%

- The percentage point difference is the clear change in the detection rate, and is the difference between 30.3% and 34.8%; 4.5 percentage points
- The table shows the detection rate for total crime in the PPA's increased by 14.9% (4.5 percentage points)

## Burglary Dwelling

Burglary Dwelling	Pre Devonport	Devonport	Difference
	Oct 11 - Sep 12	Oct 12 - Sep 13	Percentage Points
PPAs	15.3%	22.2%	6.9%
Rest of HDAs	14.2%	18.0%	3.7%
Force Excl HDAs	10.3%	18.2%	7.9%
Force Excl PPAs	11.7%	18.1%	6.3%

- The above table shows the detection rate for burglary dwelling increased by 45.3% (6.9 percentage points) from 15.3% to 22.2%
- This is a larger increase than in the rest of the High Demand Areas (26.3%; 3.7 percentage points)

## Robbery

Robbery	Pre Devonport	Devonport	Difference
	Oct 11 - Sep 12	Oct 12 - Sep 13	Percentage Points
PPAs	28.3%	35.3%	7.0%
Rest of HDAs	18.1%	20.5%	2.5%
Force Excl HDAs	26.9%	16.2%	-10.7%
Force Excl PPAs	23.0%	18.0%	-5.0%

- The detection rate for Robbery increased by 24.7% (7 percentage points), from 28.3% to 35.3% in PPA's
- This is improved compared against the rest of the Force outside of the HDA's and PPA's

## Violence with Injury

	Pre Devonport	Devonport	Difference
Violence with Injury	Oct 11 - Sep 12	Oct 12 - Sep 13	Percentage Points
PPAs	43.3%	47.5%	4.2%
Rest of HDAs	42.3%	41.2%	-1.0%
Force Excl HDAs	39.2%	43.4%	4.2%
Force Excl PPAs	40.6%	42.4%	1.8%

- The detection rate for Violence with Injury in the PPA's increased by 9.6% (4.2 percentage points) from 43.3% to 47.5%
- This is a larger percentage change than the rest of the Force (excluding PPA's) which saw a 4.4% increase in the Violence with Injury detection rate

## Vehicle Crime

	Pre Devonport	Devonport	Difference
Vehicle Crime	Oct 11 - Sep 12	Oct 12 - Sep 13	Percentage Points
PPAs	3.5%	10.9%	7.5%
Rest of HDAs	4.7%	13.8%	9.1%
Force Excl HDAs	3.8%	9.6%	5.8%
Force Excl PPAs	4.2%	11.0%	6.9%

- There were considerable improvements in the detection rate for Vehicle Crime offences during this period
- Prior to Operation Devonport the detection rate for Vehicle Crime was lower in the PPA's than in other areas of the force, at 3.5%. During this period this increased to 10.9%, which was a 216.5% increase (7.5 percentage points)

## Conclusion

There has been an improvement in detection rates for burglary, robbery and violence with Injury. Detected vehicle crime offences have increased more significantly in the PPA's during Operation Devonport than in the rest of the Force.



### 8.3 Number of referrals to the Dedicated Source Unit (DSU)

#### Cell Intervention

This additional role became effective in December 2012 with staff having responsibility for the North and South.

- Between December 2012 and September 2013, 147 intelligence logs were submitted for North Warwickshire
- In the same period, 37 prison visits, concentrating on key offenders in the North as a result 9 individuals were directed to the DSU

Since the 1<sup>st</sup> October 2013 (three month period):

- Conducted 44 intelligence debriefs with persons in police custody and prison visits
- Completed and submitted 54 intelligence reports
- Referred 7 persons to the force DSU
- Preparation of one Court Text (pending)

### 8.4 Integrated Offender Management (IOM)

Warwickshire Police have a well-developed offender management scheme, which has been operational since 2008. The scheme has developed to reflect organisational changes and differences in demand across the force.

Offender management operates on a three strand model, designed to incorporate staff across the organisation, and partner agencies to reduce offenders.

The three strands are:

- ⇒ PPO Manager - Main point of contact for Offender
- ⇒ Police Owner - Police lead for prevent / catch and convict
- ⇒ Beat Manager - General monitoring and awareness

Allocation of Police Owner role post 30/9/2013

There are some local differences across the county regarding the delivery of offender management and how it is undertaken on an operational basis, however the aims and objectives are met, but delivered differently.



The additional resources provided by Operation Devonport have made a difference in the management of offenders and reduced and controlled offending of scheme members. The following narrative highlights examples of outcomes due to the additional resources:

### **North**

Since 30/9/2013 there have been some fundamental changes to the delivery of offender management. Since the introduction of the additional Devonport resources offender management has become a mainstream policing task throughout proactive CID.

In practical terms, PSI's have in the main taken ownership for the offenders with support from Detective Constable's (DC). Offenders whose main offending behaviour is not serious acquisitive crime (SAC) have been allocated to SNT.

Due to the offending behaviour in the Northern cohort, proactive CID manages the majority of offenders.

Engagements levels are of a high level due to additional resources and are increasing, becoming more proactive.

### **North Warwickshire (Coleshill / Atherstone)**

- Small cohort of offenders, offending behaviour that has been tackled included assault and possession of Class A
- PPO arrested, charged and convicted of theft from shops, carrying bladed item and failure to surrender, convicted to 26 weeks custody. Meaningful arrest post 30/9/2013 due to the prior impact this offender was having on the community
- PPO arrested, charged and remanded for section 20 assaults and possession of heroin. This individual had been causing a significant impact on the local community due to substance and alcohol misuse. (Through heightening his profile through IOM post 30/9/2013 he has been charged and remanded)

### **Nuneaton and Bedworth**

- The busiest area for IOM, there has been a number of high profile arrests and subsequent convictions since the 30/9/2013
- 5 years for burglary dwelling – 24 offences taken into consideration
- 2 x 19 month sentences for burglary

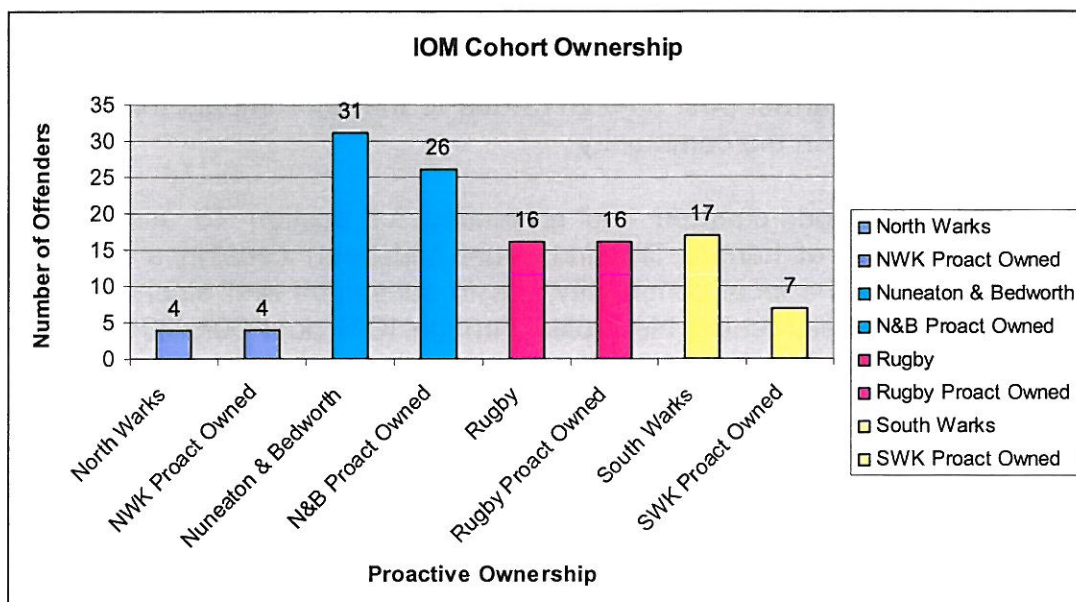
- 48 months custody for burglary & aggravated vehicle taking  
Rugby
- Engagement levels with offenders are at their highest in this area of the county
- Since 30/9/2013 there has being significant impact on Rugby offenders, there have been efforts to reduce reoffending through proactive policing, resulting in significant court results
- Conspiracy to steal motor vehicles 2 x 28 month sentences
- Arrested, remanded and convicted of attempted burglary dwelling and received 12 months

**South**

The southern proactive CID does not carry as many IOM nominal's under their ownership as other parts of the county. The southern team has five Devonport PSI's who are engaged with offender management, with increasing engagement levels.

- There are fewer SAC offenders within the cohort in the South; however there has been some very good reactive work which has resulted in positive custodial sentences
- Convicted of 2 x burglary dwelling who received 2 years and 3 months
- Convicted of 21 months for 2 x burglary dwelling

The chart below represents the distribution of offenders per area, and their police owners.

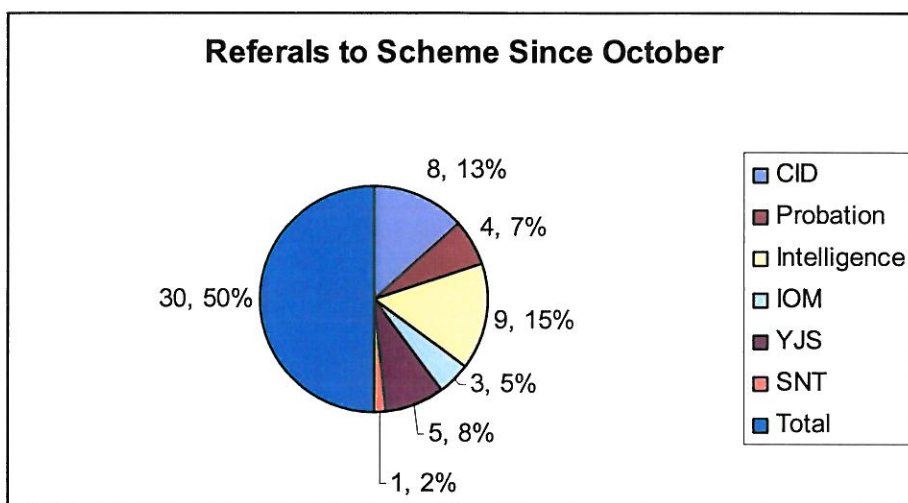


The additional resources have developed methods of management towards innovative and creative preventative work, in hand with enforcement and coordination of other resources to reduce offending.

**Referrals to IOM**

The additional resources have not only engaged in current offender management, but have played a vital role in referring emerging offenders to the scheme.

Since 30/9/2013 this has increased, with more activity to identify and select future nominal's for the scheme. Representation and engagement at partnership meetings is high across the county.



## 9.0 Additional Initiatives

### 9.1 Investment into 'Safer Warwickshire' Project;

An investment of £20,000 has been made into a proactive Crimestoppers campaign within Warwickshire and surrounding cross border areas (Coventry). Intended to build confidence in vulnerable communities, help build trust in the charity and increase actionable intelligence.

### 9.2 Investment into "Get it logged Get it back" pilot;

'This pilot is currently being launched in North Warwickshire to reduce acquisitive crime offences, and increase property recovery/detection. It has used £10,000 investment to provide additional new technology to register identifiable property, engage with communities and reduce victims of crime.



## **10.0 Recommendations**

- 10.1 The strategic objectives for Operation Devonport have been reviewed, assessing the current threat, risk and harm.

The proposed new strategic objectives for phase 3 take into account current and emerging threats:

### **Strategic Objectives**

- Significant reduction in recorded crime
- Addressing high harm types and risk incidents within Warwickshire
- Apprehending and managing offenders causing harm
- Positive impact on public trust and confidence

### **Operational Strategy**

- Target prolific offenders
- Focus on the communities that suffer the most harm
- Tackle emerging cross border threats causing harm in Warwickshire

Continued funding is required to allow the following emerging and current threats to be targeted:

## **10.2 Child Sexual Exploitation (CSE) / Historic Sexual Offences**

Tackling the sexual exploitation of children and young people in our communities is a key priority for Warwickshire Police. It is an horrific form of child abuse known to be prevalent across our urban and rural areas and has been subject of much recent public attention and political scrutiny. High profile CSE investigations and adverse inquiries, such as those conducted by the Office of the Children's Commissioner and the Home Affairs Select Committee and Case Reviews, have highlighted the devastating effects of CSE and the urgent need for

Police, partners, the third sector and our communities to work together in order to collectively tackle the issue.

In order to more accurately identify prevalence, a scoping exercise was conducted across the partnership in January/February 2014 under the auspices of the Joint Strategic Needs Analysis (JSNA). This survey went to professionals working with children across the county asking for information on every child known to their service who from the information gathered is, or may be, recognised as being exposed to CSE.

99 Warwickshire children and young people were classified as exposed to this risk. However, there were a further 74 identified by partners but not submitted through the data collection exercise for various reasons. It has also been ascertained that there was low partner engagement overall.

The 173 children and young people identified is therefore known to be an under representation of the prevalence of CSE in Warwickshire due to continued lack of understanding and awareness.

It is proposed that additional resources are allocated to tackle this emerging threat, a Detective Sergeant and 6 staff (2 Detective constables and 4 PSI'S).

In addition a researcher and analyst will develop actionable intelligence to develop proactive investigations.

These resources will sit as part of the multi agency professionals, providing an integrated approach to target offenders and support vulnerable victims.

As detailed above this form of criminality and its victims are often hidden, performance management will be based on the 'Outcomes framework for sexual exploitation', shown in detail in Appendix B, but will focus on:

- The number of victims identified
- The number of proactive investigations commenced
- The number of successful prosecutions/outcomes
- Intelligence gathered regarding organised sexual criminality

### 10.3 Organised Criminality

Organised crime takes many forms within Warwickshire and the surrounding areas, including acquisitive crime such as burglary, robbery and drugs supply. These offences cause the greatest risk and harm to the community.

These offences involve offenders living within Warwickshire and more often outside the area, but increasingly within our communities, just undetected.

Recently this organised criminality has resulted in serious violence and injury, and increased the fear of crime within the community.

The recommendation is to re focus the current resources to provide a flexible response to organised criminality, in the many forms it takes. Focusing the intelligence assets at cross border working and intelligence gathering, it will build on the additional integrated offender management model that has already proved successful within the force.

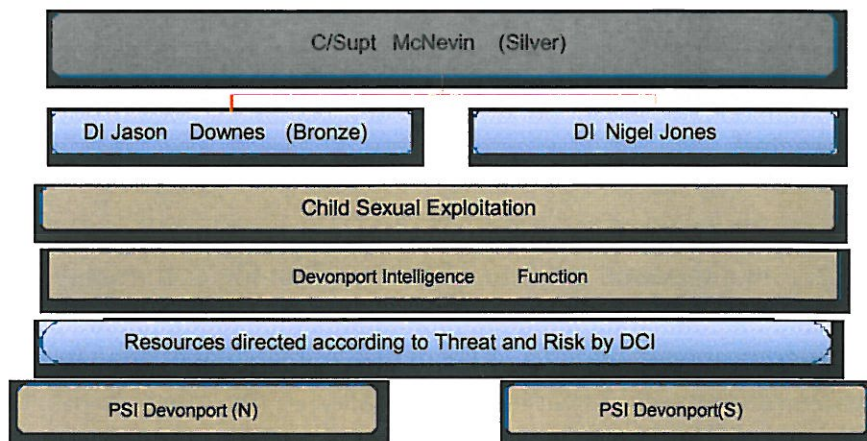
The new structure will build on the success of phase 2, reducing acquisitive crime and providing enhanced offender management, but will be more flexible to tackle emerging threats.

Performance in this area will be measured as follows:

- Number of proactive investigations conducted
- Number of investigations supported
- Reduction in crime/victims

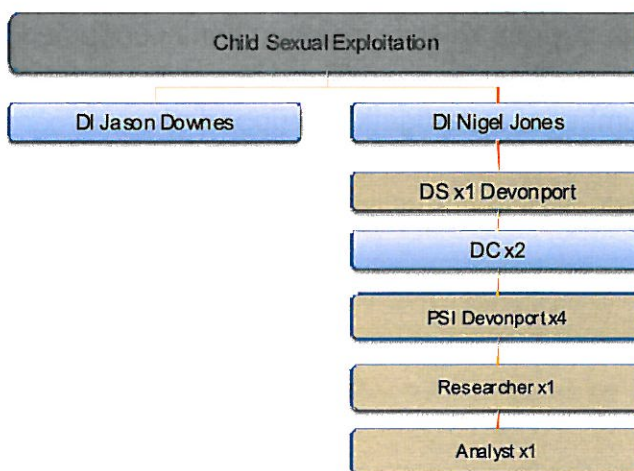
### 10.4 Proposed Governance

The below show the proposed governance for staff:



NB: Devonport resources are Brown

The below will be a force resource tackling specific threats, but will link into DI Downes for if required:





## 10.5 Proposed Financial Expenditure

The table below outlines future expenditure for the next two years:

	No.	Cost per Year £	Full Year Cost £	2015/16 Cost £	2016/17 Cost £	Total Spend for Two Years £
Police Staff Investigators	55	43,000	2,365,000	2,365,000	2,388,650	4,753,650
2 Sergeants (acting element)	2	2,688	5,376	5,376	5,430	10,806
Additional Vehicle Hire		10,500	10,500	10,500	10,500	21,000
Vehicle Fuel		15,200	15,200	15,200	15,200	30,400
Vehicle Maintenance etc		12,400	12,400	12,400	12,400	24,800
Police Overtime		55,000	55,000	55,000	55,000	110,000
						<b>4,950,656</b>

## 10.5 Proposal

- 1 That the PCC formally endorses the recommendation that Operation Devonport continues until 2017 and that the funding is allocated from identified reserves

Consideration for further funding of £5 million, to extend activity into 2015-2017. To provide stability during future changes, and increased risk that will require a redesign of the force structure. This extended additional resource will provide continued operational flexibility to respond to demand and tackle the operational objectives.

- 2 To implement the new Operational Strategy

The current operational strategy has been reviewed, and has been updated taking into account current and emerging threat, risk and harm.

- 3 Close the identified gap in Cross Border criminality through enforcement, using the flexibility of mobile ANPR

Repositioning of vehicle based ANPR assets and further investment to tackle this identified risk, by making them available to local policing resources.

Since the 30/9/2013 166 fewer vehicles have been recovered, compared to the previous year, a 49% reduction in seizures.

The ANPR assets must continue to be measured as a benefit until the funding ceases. The wider question remains over the way these assets are deployed, given that the structure has changed. At this time it appears there is limited return on the ANPR capital investment.

#### 4 Future proof the operation with a new flexible partnership strategy

Offender management has shown some early signs of success, there are identifiable benefits brought about by the enhanced capacity of Devonport resources, which should be developed further.

Opportunities for local and county wide partnerships should be identified and developed, especially with the reduction in funding of the Probation Service and other agencies within offender management.

Operation Devonport should encompass all agencies that can impact on the operational objectives, utilising combined resources and funding to increase protection.

Reflecting on the strategic objectives set:

- Currently overall crime is down within the force and is likely to remain until the end of the performance year
- Performance data gathered shows that there has been a increase in overall arrests during the initial phase of this operation up until October 2013
- Current force performance for relevant crime types is down and in line with the Police and Crime Commissioner's targets
- Public confidence levels are good. With overall satisfaction rate of 84.1% to date and reduction of Anti Social Behaviour across the force of -10.4% (17/9/14)

## Delivery Outcomes

**A** Effective management of 'Priority Offenders' - Prolific Priority Offender (PPO), Highest Harm Causer (HHC), Emerging Prolific Offender (EPO)

## **B Outcomes Framework for Child Sexual Exploitation**

The outcomes framework consists of two areas:

- Long-term outcomes for children and young people
- Criminal Justice outcomes

### **Long-Term outcomes for children and young people**

The following is a list taken from Barnardo's outcome framework. Barnardo's direct work with sexually exploited children demonstrates that focusing on the following factors contributes most effectively to their safety and recovery in the long-term. However, this list should not be viewed as an exhaustive list:

- Reducing episodes of going missing
- Improving school attendance
- Reducing alcohol and drug consumption
- Enhancing relationships with parent/carer
- Providing stable and secure accommodation
- Assisting the child to recognize abusive / exploitative behaviour
- Encouraging the child to remain in regular contact with the service
- Improving knowledge of sexual health strategies
- Reducing association with risky peers/adults
- Improving ability to express feelings
- Improving knowledge of safety strategies
- Providing the family with access to support services
- Ensuring child becomes aware of own rights and those of others

Each outcome has a set of specific guidance to help practitioners measure distance traveled by individual children. Interventions are normally between six months and a year with weekly sessions. The impact of the services provided should be evaluated at regular intervals. This evaluation will assist in providing an accurate assessment as to whether the action plan has been successful or not.

## **Criminal Justice Outcomes**

These criminal justice outcomes aim to support victims and bring individuals and organized criminal networks involved in CSE to justice. They measure how the police and CPS deal with these offenders. Data of these outcomes should be routinely gathered and monitored, including the attrition rates for cases referred to the CPS to ensure learning captured. These measures ensure positive interventions for victims and where suspects are identified, they are prosecuted or appropriate disruptions are put in place. These measures are key in establishing an accurate picture for tackling CSE across Warwickshire. They will be included on police performance frameworks and the Warwickshire Safeguarding Board (WSCB) performance measures, in order to focus police priorities on these often unseen and hard to reach out-to victims.

We seek to achieve an increase in:

- Reported CSE
- Interventions delivered to safeguard vulnerable children
- Arrest of individuals involved in CSE
- Charging of offenders for CSE related offences
- Convictions of offenders for CSE related offences
- Intelligence regarding CSE perpetrators
- Identification and disruption of individuals and organised criminal networks (OCN) engaged in CSE