

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Victim satisfaction update  
**Date:** 8 December 2020



**Introduction:**

1. In the [Safer in Kent](#) Plan, one of the priorities the commissioner has set the Chief Constable is to ‘Put victims first’.
2. This paper provides an update on Kent Police’s victim satisfaction survey data and approach to delivering a quality service.
3. The Commissioner is grateful to Kent Police for its assistance with this paper.

**Victim satisfaction:**

4. The Force currently conducts the following three satisfaction surveys:
  - Domestic abuse - this is the only mandatory national survey, but the question set can vary force-to-force as there is no specific template that must be followed. In addition to overall satisfaction, the survey focuses on four areas: first contact; action taken; being kept informed; and supported police prosecution.
  - Rape – this is an internal survey bespoke to Kent. In addition to overall satisfaction, the survey focuses on the following: attendance; being kept informed; treated with dignity and respect; and supported police prosecution.
  - Hate crime - this was established in 2011 and is completed via LIME Survey. In addition to overall satisfaction, the survey focuses on four areas: first contact; action taken; being kept informed; and treatment.
5. The domestic abuse and rape surveys are conducted over the telephone by staff within the Research Bureau; a small in-house team that have the experience and expertise to empathetically engage with victims.
6. Research Bureau staff are required to adhere to strict processes with regards to the selection of victims, with each survey having slightly different exclusion rules. Reasons for exclusion include:
  - Victims who have indicated that they are unwilling to be surveyed
  - Victims under the age of 16
  - Victims who are considered vulnerable (i.e. mental health problems)
7. An overview of the data in relation to each survey and brief summary of performance is provided below.
8. Domestic abuse victim satisfaction

<b>Domestic Abuse</b>	<b>Apr to Jun 19*</b>	<b>Jul to Sep 19</b>	<b>Oct to Dec 19</b>	<b>Jan to Mar 20</b>	<b>Apr to Jun 20**</b>	<b>Jul to Sep 20</b>
Total Surveys	0	85	158	168	13	119
Satisfied with first contact	u/a	58.8%	65.2%	64.3%	61.5%	63.9%
Satisfied with Action taken	u/a	76.5%	93.0%	92.3%	92.3%	91.6%
satisfied with being kept informed	u/a	69.4%	78.5%	78.0%	84.6%	83.2%
% Supported a Police prosecution	u/a	21.2%	24.7%	27.4%	46.2%	30.3%
<b>Overall Satisfaction</b>	<b>u/a</b>	<b>80.0%</b>	<b>88.0%</b>	<b>88.7%</b>	<b>92.3%</b>	<b>92.4%</b>

\* Surveys were not conducted between April and July 2019 due to resourcing issues

\*\* Surveys were not conducted between April and June 2020 due to an operational decision relating to Covid-19 lockdown

- **First contact** – 63.9% of victims were satisfied with first contact in the most recent quarter; this was in line with previous quarters.

- **Action taken** – 91.6% of victims were satisfied with action taken in the most recent quarter; this was the fourth consecutive quarter to see a satisfaction rate of over 90%.
- **Being kept informed** – in the most recent quarter 83.2% of victims were satisfied with being kept informed by officers; this was slightly below the previous quarter (-1.4%), but above earlier quarters which ranged between 69.4% and 78.0%.
- **Supported prosecution** – in the most recent quarter 30.3% of victims stated that they supported a police prosecution.
- **Overall Satisfaction** – 92.4% of victims were satisfied with the service received in the most recent quarter, the highest rate in the last five quarters and second consecutive quarter over 90%.

#### 9. Rape victim satisfaction

Rape - Rape Survey data starts from April 2019.	Apr to Jun 19	Jul to Sep 19*	Oct to Dec 19	Jan to Mar 20**	Apr to Jun 20	Jul to Sep 20
Total Surveys	53	0	83	37	81	63
Satisfied with Attendance	73.6%	u/a	75.9%	73.0%	85.2%	79.4%
satisfied with being kept informed	69.8%	u/a	84.3%	89.2%	88.9%	84.1%
Felt staff treated with Dignity and Respect	94.3%	u/a	98.8%	100.0%	100.0%	95.2%
% supported Police prosecution	62.3%	u/a	67.5%	43.2%	58.0%	55.6%
<b>Overall satisfaction</b>	<b>90.6%</b>	<b>u/a</b>	<b>94.0%</b>	<b>91.9%</b>	<b>90.1%</b>	<b>90.5%</b>

\* Surveys were not conducted between July and September 2019

\*\* Surveys were not conducted in February 2020

- **Attendance** – in the most recent quarter, 79.4% of victims were satisfied with the time it took for an officer to attend; this was below the previous quarter, but above earlier quarters.
- **Being kept informed** – in the most recent quarter, 84.1% of victims were satisfied with being kept informed by officers; this was down on the previous three consecutive quarters.
- **Treated with dignity and respect** – 95.2% of victims felt they were treated with dignity and respect in the most recent quarter, this was down on the previous three consecutive quarters.
- **Supported prosecution** – in the most recent quarter, 55.6% of victims stated that they supported a police prosecution.
- **Overall satisfaction** – 90.5% of victims were satisfied with the overall service received in the most recent quarter, this was up on the previous quarter and consistent with earlier quarters at over 90%.

#### 10. Hate crime victim satisfaction

Hate Crime	Oct to Dec 18	Jan to Mar 19*	Apr to Jun 19	Jul to Sep 19	Oct to Dec 19	Jan to Mar 20	Apr to Jun 20**	Jul to Sep 20
Total Surveys	131	0	142	187	159	78	192	124
Satisfied with first contact	55.7%	u/a	59.9%	58.8%	64.8%	60.3%	19.3%	62.9%
Satisfied with Action taken	74.8%	u/a	78.9%	75.4%	78.0%	87.2%	90.1%	79.8%
satisfied with being kept informed	65.6%	u/a	78.9%	71.1%	74.2%	83.3%	74.5%	74.2%
Satisfied with Treatment	88.5%	u/a	90.1%	86.1%	84.3%	91.0%	92.2%	91.1%
<b>Overall Satisfaction</b>	<b>76.3%</b>	<b>u/a</b>	<b>79.6%</b>	<b>79.1%</b>	<b>75.5%</b>	<b>84.6%</b>	<b>84.4%</b>	<b>79.8%</b>

\* Surveys were not conducted between January and March 2019

\*\* The 19.3% figure was due to an administrative issue where the result was not recorded on 120 surveys

- **First contact** – 62.9% of victims were satisfied with first contact in the most recent quarter; excluding the previous quarter due to data issues, this was an increase compared to four out of five earlier quarters.
- **Action taken** – 79.8% of victims were satisfied with action taken in the most recent quarter; this was down on the previous two quarters.

- **Kept informed** – in the most recent quarter 74.2% of victims were satisfied with being kept informed by officers; this was similar to the previous quarter and within the range of earlier quarters.
  - **Treatment** – 91.1% of victims were satisfied with the treatment received in the most recent quarter; this was the third consecutive quarter to see a satisfaction rate of over 90%.
  - **Overall Satisfaction** – 79.8% of victims were satisfied with the overall service received in the most recent quarter; this was down on the previous two quarters but in line with satisfaction levels in 2019.
11. It should be noted that where a victim answers 'neither satisfied nor dissatisfied' to a question it is not included in either. As a result, it may have an adverse effect on reported satisfaction levels as opposed to victims actually being dissatisfied with the service that they received. This is being reviewed by the Force.
  12. It is also important to highlight that due to Covid-19 the courts were suspended resulting in the backlog of cases increasing significantly and victims now having to wait longer for justice. Despite it being out of the Force's hands, clearly this may affect a victim's level of satisfaction and has also led to a 100% increase in the Witness Care Unit's workload. In March 2020 there was an average of 55 cases per Witness Care Officer, but in September this had increased to 110 - a result of cases being unable to progress and maintaining regular contact with victims in order to keep them informed. As Chair of the Kent Criminal Justice Board, the PCC is pushing hard to ensure the backlog in Kent is taken seriously and continues to hold HM Courts to account in relation to case delays.
  13. Victim satisfaction data is regularly shared with both individual managers and at Force level board meetings. For example, the hate crime survey data is reviewed by supervisors and line managers to identify improvements in service delivery by their officers and staff; where something negative or positive is identified, with the agreement of the victim, it is fed back for training purposes. However, the Central Analytical Team is currently making changes to the analysis in order to better support the three Divisions in making interventions at relevant points to make improvements.
  14. The Force has no plans to change or expand on the current domestic abuse, rape and hate crime victim satisfaction surveys. There is an aspiration to conduct a burglary dwelling residential victim satisfaction survey when resources allow and the Research Bureau has conducted some surveys around Stalking and Harassment, but they have proved problematic with regards to the length of time each survey takes.

#### **Witness Care Unit (WCU):**

15. Based at Compass House, the WCU deals with all cases that have been charged and have a civilian witness involved or are Not Guilty Anticipated Plea. The WCU's contact with victims and witnesses begins once the defendant has been charged and given a court date and ends once the case has reached its conclusion.
16. All contact between the assigned Witness Care Officer (WCO) and the victims/witnesses is via the telephone, but confirmation letters/emails are also be sent.
17. The WCU deal with all case types; including more sensitive cases such as murder, rape, child abuse, serious sexual offences and offences against the person.
18. The main purpose of the WCO is to manage the expectations of victims and witnesses regarding the court process, updating them through the key stages of Criminal Justice process, and signposting and referring to appropriate support services where necessary. The WCO is bound by the guidelines of the Victims Code of Practice.
19. Contact is managed through a Needs Assessment. The Needs Assessment establishes any specific requirements that the person may have throughout the process and also keeps a log of all contact made.
20. The WCU makes appropriate referrals to victim support agencies, including the PCC commissioned Victim Support service. The WCU also updates key partners with information relevant to the trial; including the Witness Service and the CPS.

#### **Building confidence and delivering a quality service:**

21. Kent Police's Community Safety Units (CSUs) work in partnership with other agencies and are instrumental to engaging with communities and fostering good relations across Kent and Medway. Whilst there are no hard to reach communities, there are those that may require additional support and tailored methods to access Kent Police.
22. The Force employs Community Liaison Officers whose primary role is to engage with groups and individuals from all protected characteristics and communities, to build trust, confidence and identify gaps in service provision. They are key to identifying and managing community tensions and providing reassurance where appropriate. This is achieved through specialised community knowledge and use of local contacts to ensure that Kent Police take a measured and understanding approach to dealing with sensitive issues.
23. By gaining community feedback from diverse groups, the Force aims to implement measures that will ensure no group or individual receives a lesser service.
24. The Quality Policing Programme was launched by the Force in April 2019 to drive improvements in crime performance, investigations and case file quality, and levels of service to victims and witnesses. Six-pillars were identified that were underpinned by Tactical Delivery Plans to drive progress that went live in November 2019; these included relevant key elements of: investigations, catching criminals, and, preventing crime and anti-social behaviour (ASB).
25. The Force has now embarked upon transitioning to the development of 8 Strategic Improvement Plans with a focus under specific areas, including: Data Provision & Visualisation, Investigation, Domestic Abuse, Rape, Mental Health, Data Quality, Victims and Witnesses and Harm Reduction. The governance and drive around these plans will be through the Force Improvement Board, chaired by both Deputy Chief Constable and Deputy Chief Officer dependent upon the relevant section.
26. A significant amount of work has also been undertaken to design and implement a victim and witness strategy for the Force, which takes into account the new Victim Code 2020.
27. Whilst clearly Covid-19 has dominated 2020, the PCC's Annual Policing Survey that ran from June to December 2019 revealed that the top five issues that mattered most to residents were:
  - ASB
  - Burglary / Robbery
  - Serious violence, including gangs / weapon offences
  - Sexual offences, including rape
  - Child sexual exploitationBased on this, the Force is reassured that residents have the same view as it does around what should be a priority. The Control Strategy gives a clear direction around where to focus attention, with all of the issues listed covered within it except for ASB which is part of the Force's Mission, Vision, Values and Priorities.
28. CSUs have a real focus on ASB, with both Community Policing Teams and PCSOs committed to tackling issues by working with partners to problem solve. The establishment of a PCSO Taskforce which will be a national first and provide the ability to move a group of PCSO's around the county flexibly will also bolster the Force's commitment in this area.
29. The Force has invested in a vulnerability focussed model, and with the implementation of specific Rape Investigation Teams and Missing and Child Exploitation Teams there is appropriate resource dedicated to sexual and child sexual exploitation investigations from a proactive and reactive perspective.
30. The Chief Constable's Crime Squad, County Lines and Gangs Team and the multi-agency Violence Reduction Unit deal with the remaining crime types that were highlighted by residents in the Annual Policing Survey. These teams have proven to be highly impactful:
  - Crime Squad
    - arrested 450 people
    - proactively stopped 251 people
    - conducted 210 search warrants

- handled 654 prisoners
  - obtained nearly 1,500 charges
  - secured sentences equivalent to 650 years imprisonment
- County Lines and Gangs Team
    - 92 people charged with 155 offences
    - nearly £100,000 cash seized
    - 21 weapons seized
    - quantities of heroin, cocaine and cannabis seized
    - 75 arrests since June across the three Divisions

31. Victim based crime teams deal with volume crimes which may not be considered as serious as those being investigated by the high-harm teams under the Control Strategy. Importantly, this is supported at the point of crime recording by an effective desktop investigation team within the Investigation Management Unit which adds real value at the early stages of a crime investigation, including swiftly engaging with victims of crime.

32. As a result of precept funding the number of dedicated Town Centre officers has also increased to 54. The officers tackle ASB, work with the retail community and partners to reduce crime and disorder and provide reassurance to residents and visitors.

**Holding to account:**

33. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.

34. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the [Safer in Kent](#) Plan and policing generally in the county.<sup>1</sup>

35. The Commissioner has, and will continue to also hold the Chief Constable to account via their regular 1:1 briefings which allow discussion of a wide variety of subjects.<sup>2</sup>

36. Supplementing the above, the Chief Executive attends the quarterly Force Performance Management Committee where the Deputy Chief Constable rigorously challenges performance internally.<sup>2</sup>

37. Equally though, in relation to those organisations that receive funding from the Office of the Kent Police and Crime Commissioner (OPCC), there is an expectation that they provide a good service. As a result, they are required to comply with strict monitoring requirements, including the provision of relevant information.

38. For example:

- Victim Support service user feedback data (Qtr 1, 2020/21) was as follows:
  - 92% of victims would recommend the service to someone else impacted by crime
  - 90% of victims said the service helped them cope/recover more quickly from the impact of their crime
  - 91% of victims were highly satisfied or satisfied with the service
- Rubicon Cares - trauma counselling for anyone affected by crime. The service received 475 referrals in the period April to September; clients who completed the counselling reported the following:
  - 100% improvement in managing/reducing their symptoms (e.g. flashbacks, panic attacks)

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<sup>1</sup> Due to Covid-19 the meetings are currently being held virtually and instead of papers the Chief Constable provides a verbal briefing. Unfortunately, due to technological constraints the public were unable to view the June and September meetings, but the Meeting Notes are available on the PCC's website (as per normal).

<sup>2</sup> Due to Covid-19, currently being held virtually.

- 100% reduction in suicide ideation/planning/attempts
- 95% Improved day to day functioning
- 83% reduction in medication
- 86% increased involvement with local community
- 97% improved relationships/family dynamics
- 85% improved employment/educational opportunities

**Recommendation:**

39 The Kent and Medway Police and Crime Panel is asked to note this report.