

Report to the Commissioner's Performance and Delivery Board

Date: 7 June 2017

Title: Police and Crime Plan Delivery

From: Chief Constable



INTRODUCTION

This paper aims to convey some key initiatives that the Force has adopted to support the PCC's Police and Crime Plan.

PUTTING VICTIMS FIRST

Local Policing Directorate

1. The directorate is pursuing a number of initiatives and pilots to enhance the service to crime victims and service users. Of particular importance is the extension of the "Mental Health Team" approach to investigations involving mental health establishments and patients. Planned service improvements include the introduction of "Business Impact Statements" to give commercial victims a voice in court proceedings; systematic peer review of crime investigations; and the introduction of third party crime reporting hubs to improve access for vulnerable victims. Operation Unity continues to monitor and improve standards of service to victims of domestic violence. New Horizon structural changes have been specifically designed to enhance quality of service to vulnerable victims by ensuring crime is allocated based on the victims needs not the motivation of the offender or the seriousness of the offence.

Central Operations

2. The Tactical Operations Command is investing in enhanced specialist support in relation to Serious Collision Investigation, ownership and management of dangerous dog prosecutions and the handling and execution of arrest warrants. Special Branch (SB) will also improve the efficiency and speed of the European Arrest Warrant procedure for foreign offenders. Through the Ports Policing Function, SB will also contribute significantly to the identification and protection of vulnerable victims, especially victims of trafficking. The Public Protection Unit is focussed on service to vulnerable victims through the development of the new Child Sexual Assault Referral Clinic. New Horizon introduces changes at a strategic level through the introduction of the Protecting Vulnerable People central co-ordination and investigation departments. This includes the enhancement of the Central Referral Unit to deliver a 24/7 response to assessing and managing risk with partners ensuring a consistent service for Kent and Medway.

Support and Corporate Services

3. Corporate Communications continues to develop the force website to handle a wider range of enquiries and support a wider range of public service requests. Important work in progress includes facilities to report crimes and road traffic accidents online. The Force Control Room is also planning to introduce a "LiveChat" access route which will improve access for the hearing impaired. The Athena Programme will preserve and migrate full victim contact histories from legacy systems to the new intelligence system. Once live, Athena will provide systematic management of Victim Code and Witness Charter functions.

Success and Delivery

4. Success will be a more accessible and extended service for victims which provides all victims with a voice through victim statements and by working with partners to deliver expert advice and support in addition to the commissioning services of the PCC. Victims must be at the heart of everything the force does and be treated with fairness, respect and dignity so that victims of all crime have the confidence to come forward. This will be delivered over the next year through improved online access to those who wish use it, the introduction of an innovative policing model focused on vulnerability including mental health and victims, and working continuously and collaboratively with partners and victims.

FIGHTING CRIME AND ANTI-SOCIAL BEHAVIOUR

Local Policing

5. Initiatives at divisional level in this area include Operation Pilot (dealing with disorder in the night time economy) and Operation Horseshoe, which targets nuisance motorbikes. Local Safety Partnerships are developing enhanced processes around the response to prolific offenders, including retail thieves. New Horizon introduces specialist PCSO roles including - Vulnerable Adult Intervention Officers, Youth Engagement Officers and Domestic Abuse Support Officers. In addition Police Community Support Officers (PCSOs) will be granted extra powers to support them in tackling truancy, anti-social behaviour (ASB) involving young people and tackling the misery caused by the sale of alcohol to children and other vulnerable people.

Central Operations

6. The Roads Policing Unit supports activity against nuisance vehicles and cross-border criminal activity using the Automatic Number Plate Recognition (ANPR) network. The Dogs Unit similarly provides crucial support to the policing of the night time economy, in relation to both public order and drug supply/use.
7. The Tasking and Warrants Team co-ordinate activity around outstanding offenders to target those who represent the most significant threat of offending against the public. New Horizon has created the Wanted Person Bureau which goes live on 1 June 2017 to effectively assess and manage risk presented by all strands of wanted person, providing a consistent approach across the county.

Support and Corporate Services

8. The Mobile First programme is steadily introducing a range of new applications across 2200 operational mobile devices to improve access to police information for officers at the scene of incidents and reduce the frequency with which it is necessary to return to the station to input data.
9. The Body Worn Video rollout is now complete and offers enhanced evidence capture opportunities to all patrol officers and first responders.

Success and Delivery

10. Success is ensuring that Kent remains a safe place to live, socialise and work by providing officers and staff with new and extensive equipment, technology, policing powers and resources to tackle criminal behaviour, pursue offenders and engage with communities across Kent. Working with statutory and non-statutory bodies and local communities we will understand, prevent and tackle crime and anti-social behaviour wherever it takes place across the county. In addition the force will ensure it has sufficient resources to meet the important responsibilities in line with the Strategic Policing Requirement.

TACKLING ABUSE, EXPLOITATION AND VIOLENCE

Local Policing

11. Local Policing is improving support for vulnerable victims and offenders through partnership working as part of the "Making Every Adult Matter" programme. Integrated Offender Management Units are also broadening their remit to include an increasing proportion of violent recidivists. New Horizon introduces the new Offender Management Unit – a combination of Violent and Sex Offender Register (ViSOR) tactical delivery staff and offender managers who will be co-located with probation and will manage sex offenders and violent offenders living in our communities. The new Missing and Child Exploitation Team will provide specialist investigative resources to reduce risk to those vulnerable to exploitation and seek to reduce harm to children who are missing from home.

Central Operations

12. The directorate provides support to local policing around the management of high risk offenders and the investigation of serious sexual offences. Initiatives include Operation Saint, funded by the PCC, which aims to reduce the incidence of sexual assaults at tertiary education institutions; Operation Unity, the co-ordinated response to domestic abuse. The Child Sexual Exploitation Team (CSET) and Paedophile On-Line Investigation Team (POLIT) continue to develop processes to tackle child sexual exploitation with Operation Willow and the GROOM App to support officers in decision making for online grooming offences.

Support and Corporate Services

13. The foreign language support for website services has been extended to offer improved translation options for minority groups and those at risk of exploitation/trafficking. Specific awareness campaigns are now targeting hard to reach communities in relation to the control strategy.

Success and Delivery

14. Success means improved awareness across the communities of Kent to recognise and highlight those at risk of exploitation, and to encourage and support exploited and vulnerable people to come forward to the police or partners. This will be delivered through working with partners and vulnerable community groups to improve their knowledge and access to support and information. Through the remodelling of resources Kent Police will provide specialist roles and teams that are focused and trained to support these victims and those at most risk.

COMBAT ORGANISED CRIME AND GANGS

Local Policing

15. Operation Scorpion involves local policing teams directly in intelligence gathering and enforcement activity against organised crime groups in their area. It also provides a framework for escalation to the Serious Crime Directorate. New Horizon has worked with Divisions to identify resources that can deliver a dedicated response to Gangs who will build on the good practice that Proactive CID has developed. This involves the close co-ordination and co-operation of specialist investigators, intelligence officers and intervention teams experienced in the tactics of the offenders.

Central Operations

16. The Roads Policing Unit uses the ANPR network and other intelligence to deploy patrols against identified "county lines" operated by criminal gangs, especially those targeting vulnerable people through the tactic known as "cuckooing". The Dogs Unit has a significant commitment in the same field, supporting post arrest searches of premises connected to the supply of Class A drugs. The directorate also supports the planning and organisation of larger scale operations against gang crime through its tasking function, such as Operation Acle. Special Branch will also offer support to Local Policing in relation to criminals operating through Kent's smaller ports and aerodromes under the auspices of Operation Kraken and Operation Pegasus respectively. New Horizon introduces an OCG co-ordinator whose role is to develop best practice and improve interoperability.

Support and Corporate Services

17. The Corporate Communications team has supported the rollout of Operation Scorpion with an awareness campaign. Learning and Development has also organised a seminar programme to raise awareness of street gangs, the tactics they employ and the way in which they recruit members and control them.

Success and Delivery

18. Success will be that vulnerable people are identified and supported to reduce the risk of being exploited by members of organised crime groups or gangs, and that commodities in which they trade (drugs, money, weapons, etc.) are confiscated. This will be delivered through a proactive intelligence led process of targeting high risk individuals and groups in collaboration with local, regional, national and international partners and law enforcement agencies.

PROVIDE VISIBLE NEIGHBOURHOOD POLICING AND EFFECTIVE ROADS POLICING

Local Policing

19. Police Divisions will mount a range of operations targeting locally identified problems. Examples include Operation Paris in Swale district, to address seasonal crime patterns on the Isle of Sheppey linked to tourism; Operation Rhino is a Medway initiative targeting police resources on the three most demanding council wards in the Unitary Authority area. The “Safer Home Experience” at the Bluewater shopping centre has also been identified by Her Majesty’s Inspectorate of Constabulary (HMIC) as an example of an efficient crime reduction initiative targeted in a location with exceptionally high footfall. In East Kent there is a plan to roll out dedicated Town Centre Constables and other initiatives focus on working with the homeless and developing improved links with tertiary education institutions. West Kent, reflecting its geography, will focus on crime in the rural community, including theft of riding gear and agricultural equipment. New Horizon has secured 300 PCSO posts and introduced specialist posts who will be dedicated to engaging potentially vulnerable communities in conjunction with the Community Support Officers and Joint Family Management Programme Officers to improve community cohesion.

Central Operations

20. Roads Policing initiatives include the “Road Safety Experience” project in Rochester, in partnership with Kent Fire and Rescue Service (KFRS), which aims to educate young people in the causes and consequences of serious traffic accidents. This compliments the “License To Kill” theatre education project in which the department also participates. Tactical Operations manages the policing of large demonstrations and other incidents with significant implications for traffic flow (including the contingency plans for disruption at the Channel Ports).

Support and Corporate Services

21. Corporate Communications development of the website will include district level information pages, including crime statistics and contact information for Neighbourhood officers. Links to key partners, such as Neighbourhood Watch, will also offer enhanced opportunities for the public to become involved and support their local Policing Team.

Success and Delivery

22. Success will be providing the communities of Kent with more access to information, providing visible policing within areas of greatest need at the time and ensuring individuals can use our roads safely. This will be delivered through maintaining levels of neighbourhood policing and the introduction of new specialist posts; investing in technology to improve accessibility, working closely with partner agencies and the community and continuing to focus on the main factors which contribute to people being killed and seriously injured on Kent roads.

DELIVER AN EFFICIENT SERVICE

Local Policing

23. Police Divisions are making wider use of volunteers and Special Constables, and it is expected that during the next twelve months they will play a part in the work of increasingly specialised departments, including the CID and intelligence functions. The force will also examine opportunities to make savings in Control Room services by integration of some functions with Essex Police.

Central Operations

24. Tactical Operations has also integrated Special Constables into specialist teams, including Roads Policing and are undertaking a fleet review to ensure that costs are minimised without prejudice to efficient deployment. Future plans include a collaborative approach to training and equipment for Search and Rescue functions with Kent Fire and Rescue Service. Once again the objective is to reduce costs and enhance the service. The department is also evaluating the opportunities for savings which drone technology may offer, particularly around area searches.

Support and Corporate Services

25. Improvements in information technology offer future efficiencies in relation to many aspects of police procedure. The Athena Project is intended to integrate an electronic case file function, improving the speed and quality of interaction with the Criminal Justice System. Mobile data applications are also projected to deliver substantial savings in time dealing with a range of incident types. The Channel Shift programme undertaken by the Corporate Communications Team also aims to reduce the cost of handling public queries by providing access to a wider range of web-based information. New Horizon continues to identify opportunities to improve services and innovate to deliver the savings plan, for example the Workforce Modernisation Programme.

Success and Delivery

26. Success is providing a first class service to the public of Kent. This will be delivered by investing in technology and IT and working with other blue light agencies and forces, to identify efficiency savings and provide an enhanced service for the most vulnerable; and utilise the wide range of skills and expertise within our extended family of volunteers to improve the service to all victims.