

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Update on the new Policing Model
Item & Date: Item B3, 4 November 2014

Executive summary:

Local policing model went 'live' on 24 June 2014 and included.

- The creation of a new asset with 13 Community Policing Teams.
- The merger of Central Response, Neighbourhood Policing and Custody under the command of local District Chief Inspectors (Superintendent in Medway).
- The movement of additional resources to Dover, Tunbridge Wells and Swanley.

Introduction:

1. This report has been commissioned for the Kent Police and Crime Panel and is intended to provide an overview of the changes to the local policing model.
2. Given the largely operational nature of the information contained within this report, the Office of the Police and Crime Commissioner would like to acknowledge the assistance of Kent Police in preparing this report.

Background:

3. The local policing model went 'live' on 24 June 2014. The model brings together the previously separate commands of Central Response, Neighbourhood Policing and Custody under the command of local District Chief Inspectors (Superintendent in the case of Medway). The model has created Community Policing Teams for each District, an additional asset to tackle persistent or problematic crime and ASB.
4. The changes to the model involved over 1,500 officers. The design gives greater flexibility to local commanders in deploying resources to local problems and provides additional resources locally to respond to calls for assistance. It has also increased the policing presence in the Districts of Dover, Tunbridge Wells and Swanley.
5. The Force shift pattern was amended to ensure better coverage of officers to meet local variations in demand. This change has been positively received.
6. The logistical effort of selecting and posting officers, moving equipment, transferring vehicles and ensuring the IT was effective all went according to plan and without incident. Significant movement of equipment and changes to the command and control system took place overnight prior to 'go live'. This was to ensure that when officers reported for duty at 07:00 am they were able to respond to the policing challenges of their first shift under the new model.
7. The 'go live' implementation went very smoothly. The first emergency call under the new model was to a dangerously abandoned vehicle on the A20 at Swanley. This was responded to by a local patrol from

Swanley police station, whereas under the previous model a Central Response patrol would have been resourced from Tonbridge with a longer journey time.

Benefits:

8. The local policing model delivers a range of benefits for residents and visitors to Kent including:
 - Locally based officers policing communities and developing greater knowledge of issues and criminality.
 - A local senior officer with responsibility and accountability for policing the District or unitary authority.
 - A new Community Policing Team to tackle persistent and problematic issues.
 - Greater flexibility in the resources available to the local commander to tackle issues and criminality.
 - An increase in the number of sergeants to enhance local supervision.
 - A more integrated Community Safety Unit working with local partners to tackle persistent and problematic issues.
9. There has been early positive feedback on how the model has improved service delivery both from a public and officer perspective:
 - From the public there has been positive feedback in the way incidents are investigated and particularly the reduction in handovers between officers. This has improved the quality of service and time taken to investigate offences as officer continuity is maintained throughout the process.
 - From an officer perspective, local District Commanders have commented on the benefits of having all of the assets under their command to tackle crime and ASB. Sergeants and Inspectors have spoken of the empowerment that has come with the new model and the breaking down of 'silo' working. Officers and staff have stated the opportunity to work as a larger single team has increased their ability to provide a better service and to be more proactive in tackling criminality.
10. The Commissioner has also been undertaking a programme of engagement with District Council Leaders. Discussions during these meetings also include the new policing model, with positive feedback being received.

Conclusion:

11. The policing model ensures the joint vision of the Chief Constable and the Police and Crime Commissioner is realised by retaining neighbourhood policing as the bedrock of policing in Kent, whilst ensuring the Force is able to realise its savings target. Savings have been realised at senior ranks through the merger of three commands and some of this has been reinvested in additional sergeants and the new Community Policing Teams.
12. The policing model also provides flexibility to respond to any further reductions in budget whilst ensuring neighbourhood policing remains as the bedrock of policing in Kent.