



**Lancashire
Constabulary**

police and communities together

REPORT TO: STRATEGIC SCRUTINY MEETING

DATE: Monday 23 December 2013

AGENDA ITEM: 5A CONSTABULARY PERFORMANCE

SUBJECT: Operation Vanquish

Operation Vanquish is the Constabulary's response to an increasing trend in Non-Domestic Serious Violent Crime (NDSVC). It has provided an opportunity to bring forward more long term work on alcohol harm.

Background

The nature of NDSVC offences can have life changing consequences for both the victim and the offender. They also have a significant impact on how safe communities feel and the wider confidence in Lancashire Constabulary.

Consequently, in September 2013, ACC Bates convened a 'Gold Governance Group' under the working title 'Operation Vanquish.' The group contained SPOCs from all BCUs, departments and thematic leads. Superintendent Stuart Noble was identified as the operational and BCU lead in this work.

Whilst low in number, NDSVC has been identified as a current area of threat for Lancashire. Throughout 2013, NDSVC remained at an exceptionally high level in comparison with last year. Out of the first seven monthly totals in 2013-14, three were above the upper warning limit of the XMR chart and two were above the upper control limit. The result was, at the end of October, a year-to-date increase on last year of 126 crimes or 34.4%.

The purpose of the 'Governance Group' was to pull together the work across all the BCUs, linking in with CJS and custody, to provide countywide a consistently high level of service to victims of serious violent crime and to identify emerging best practice. The group's agenda included:

1. Defining and reviewing strategic objectives regarding:
 - a. Police & Crime Plan
 - b. Violent Crime Strategy
 - c. Alcohol Harm Reduction Strategy
2. An intelligence assessment.
3. Review of internal business processes.
4. The victim's perspective.
5. Preventing recidivism.
6. Community impact.
7. Partnership support.
8. Media and corporate communications.

The short term objectives of the group centred on improving service and internal Constabulary processes, before adopting a longer term partnership approach to reduce re-offending, target harden vulnerable locations and protect vulnerable victims. Furthermore, Operation Vanquish, combined with the Constabulary's Alcohol Harm Reduction Strategy aims to ensure that a better understanding of the impact of alcohol on crime and disorder is developed and as a consequence it will effectively direct our night time economy policing plans, ensuring policing and partner resources are deployed to areas of risk and seek to provide safe environments for residents and visitors.

The duration of Operation Vanquish is three months, up to and including Christmas 2013.

Vanquish Objectives & Measures of Success

The Gold objectives for Operation Vanquish are:

1. To minimise the number of NDSVC offences
2. To maximise the opportunities of positive outcomes for NDSVC offences
3. To understand and focus upon key offenders, victims and locations in order to reduce vulnerability and offending opportunities.
4. To make effective use of legislative control measures to reduce the opportunity of NDSVC.
5. To improve confidence in policing across Lancashire by providing a quality service.
6. To embed the alcohol harm delivery plan.

Underpinning all activity is the provision of a quality service, with positive outcomes and crime reductions, together with qualitative feedback, being used to measure success (i.e. "instead of this being an operation defined and led by outcomes, it will be an operation defined and driven by the quality of what we do"). The recognition of successful interventions and interactions with victims and offenders will be one of the key outcomes for Operation Vanquish.

Actions & Achievements

The focus of Operation Vanquish was directed towards **Offenders, Victims and Locations**.

Offenders

Key aims: Pursue offenders through effective targeting and intervention strategies, together with assessing the most appropriate referral outcome.

Operational activity has focused on reducing offending, improving the quality of investigations and increasing public confidence by targeting offenders and enforcing the message that NDSVC will not be tolerated, whilst identifying pathways to impact on offending causation factors. This has included working with known offenders of NDSVC and addressing offences relating to the selling of weapons and alcohol, together with implementing effective intervention strategies involving a combination of Integrated Offender Management (IOM) activity, partnership activity and offender targeting.

Alongside increasing the knowledge and awareness of people in our communities, this has allowed for a true understanding of community impact, an improvement in the confidence of our communities and an increase in the arrest of known offenders using a range of tactics.

Understanding offender behaviour has enabled the signposting of individuals to supportive services as well as engaging existing partnership work such as Pub Watch, Drinks Banning Orders (DBO), ASBOs, CRASBOs and outreach referrals.

During October 2013, from a total of 59 NDSVC offences, 56 arrests were made. 47 offence outcomes were recorded, which were broken down as follows:

- 22 (47%) Part IV bail
- 9 (19%) Charge & remand
- 2 (4%) NFA
- 1 (2%) Caution
- 1 (2%) Restorative Justice

During November 2013, from a total of 47 NDSVC offences, 57 arrests were made.

47 offence outcomes were recorded, which were broken down as follows:

- 26 (55%) Part IV bail
- 7 (19%) Charge and Bail
- 6 (13%) Charge & remand
- 6 (13%) NFA

Case Studies – Positive interventions & interactions with offenders:

Case One

This involved a male offender that was on bail for violent street robbery. He engaged with Revolution and requested assistance to address his behaviour. This resulted in him agreeing to voluntarily wear an electronic tag and maintain regular contact with the Revolution. The positive outcome was that this male committed no further crimes.

Case Two

An extremely violent male offender was released from prison approximately three months ago. On release he fully engaged with Revolution who assisted with gym membership at the local YMCA. Consequently, his energy was channelled into his fitness regime, which had the correlative effective of effect of preventing his return to crime and increasing his confidence in the Police.

Case Three

A male offender, with previous convictions for affray, possession of offensive weapon and alcohol fuelled violence, was released from prison on an ASBO. On release he engaged with Revolution and agreed to wear a voluntary tag. This has acted as an incentive to engage further and has provided a control measure to assess his movements at weekends when he has historically offended. Additionally, he is now on a Princes Trust scheme and is working with health practitioners to get assessed for Asperger's.

Case Four

A successful DBO has been applied to a male with a history of alcohol fuelled violence within the Blackpool, Wyre and Fylde area. The DBO applies for a period of twelve months and has banned him from all pubs and clubs within that area. Full use of the media was applied regarding the acquisition of this order and its consequences, therefore reinforcing the message that alcohol related disorder and violence will not be tolerated.

Case Five

A male offender was charged with GBH following a pre-arranged fight where he broke the jaw of another man in Blackburn. The offender was well known in the local neighbourhood and local Community Beat Manager applied for a CRASBO on conviction for the offence. An early guilty plea resulted in the charges being reduced to a S20 and the CRASBO was granted. Prohibitions included areas of restriction within Blackburn and also a restriction on his association with eight key local associates who encouraged his offending behaviour.

Victims

Key aims: To reduce vulnerability and risk taking behaviour through early proactive intervention and ensure offenders are brought to justice.

A large proportion of cases NDSVC offences are committed overnight, peaking over the weekend period, with victims mainly being aged between 20 and 30 years old. Activity has focussed on early intervention within the Night Time Economy (NTE) environment, with the proactive tactics being employed to reduce risk taking behaviour, therefore reducing the risk of persons becoming victims. The drive has been on getting people to consider their own personal safety and to prevent them becoming a victim of crime. Due to anticipated seasonal factors, tackling 'twilight drunkenness' and 'pre-loading' has been a key objective in reducing vulnerability later down the line.

Additionally, by re-examining Constabulary processes using a 'Systems Thinking' approach, adopting the 'getting it right first time' ethos and by pursuing appropriate outcomes for offenders, victims have been central within activities drive within operation Vanquish. This has led to an upturn in victim confidence in Lancashire.

Case studies – Victims who have described a positive experience following interaction and involvement with the Police

Case One

The Neighbourhood Policing Team dealt with an attempt NDSVC involving an 11 year old boy firing a BB gun which hit a 12 year old girl in the face, narrowly missing her eye. Thankfully, the victim only suffered a minor level of injury. The matter was managed by the Community Beat Manager who knew both parties and brought them together to via a restorative justice intervention. The victim, suspect and their families expressed their appreciation of the outcome. A further positive note is that partnership work between the Police and the local school led to crime prevention work being undertaken to highlight the risk factors in relation to BB guns.

Case Two

A female victim was giving her friend and her friend's partner a lift home from a party. The friend's partner became aggressive, resulting in the victim stopping her car. The offender then assaulted the victim and dragged her out of her car. The attack ended when a passing motorist intervened, leading to the offender running away. The victim had had no previous contact with the police prior to this incident, but expressed her appreciation of the positive police action that was taken, which led to the offender being arrested.

Case Three

CID investigated a crime that involved a robbery and a wounding, which was believed to be linked to a drugs debt. This investigation led to the arrest of 5 suspects and the investigation is on-going. Throughout the investigation the victim has received daily contacts and updates by the Police and this quality of service led to the victim stating that they were happy with the Police activity.

Case Four

Following a road rage incident, the victim expressed their appreciation about the positive Police action and the appropriate outcome being achieved.

Locations

Key aim: Prevent communities becoming a victim of NDSVC.

The impact of serious violence and associated public order or anti-social behaviour was identified as a key area to address within Operation Vanquish. A perception that some communities and indeed some officers may have become de-sensitised to the significance of these events has led to specific tactical options being identified, such as the requirement to conduct Community Impact Assessments (CIA) in locations which are vulnerable to NDSVC.

Problem solving, using the skills of our staff in conjunction with partner organisations, has sought to develop sustainable practices to reduce the potential for offending and re-offending.

Coordination via nominated Chief Inspectors from each BCU has enabled a 'resource to risk' approach to be implemented whereby H Division resources have been deployed to provide mutual aid to divisional threats or pre-planned divisional operations.

Case studies – Positive location experiences following interaction and involvement with the Police

Case One

In conjunction with the Ports Unit, a passive drugs dog and handler was deployed in company with Licensing and Immediate Response officers on three specific weekend nights to target the most problematic venues within Western Division. The initiative was well received by both media and local Pubwatch schemes.

Case Two

November Millionaires weekend saw Constabulary officers working in company with staff from the Royal Military Police. This operation again worked well and received positive feedback from the Military Police.

Rewards & Recognition

Case One

A Divisional Commendation is to be awarded to the officer who effected the arrest of a violent suspect at an isolated caravan site in the Ribble Valley.