



Coventry City Council

Place Directorate

Martin Yardley
Deputy Chief Executive (Place)
Council House
Earl Street
Coventry CV1 5RR

Telephone 024 7683 3333
DX 18868 COVENTRY 2

Please contact Liz Knight
Direct line: 024 7683 3073
Liz.knight@coventry.gov.uk

To all Members of the Scrutiny Co-ordination Committee

9th March 2018

Our ref: C/EMK

Dear Member,

Additional Information – Meeting of the Scrutiny Co-ordination Committee - Monday, 12th March, 2018

The papers for the above meeting were circulated on 2nd March 2018. At the time of publication, one of the documents was not available. This document has now been received and is attached to this letter. Please include it with your papers for the meeting.

- **Agenda Item 4. WMP 2020 - WEST MIDLANDS POLICE TRANSFORMATION PROGRAMME (Pages 3 - 44)**

Presentation from Chief Superintendent Mike O'Hara, West Midlands Police

Councillor Kelly, Assistant Police and Crime Commissioner and Member of the Strategic Policing and Crime Board, and Councillors A Khan and P Akhtar, Cabinet Member and Deputy Cabinet Member for Policing and Equalities have been invited to the meeting for the consideration of this item

If you have any queries, please do not hesitate to contact me.

Yours sincerely

Liz Knight
Governance Services Officer

Membership: Councillors N Akhtar, A Andrews, R Brown (Chair), J Clifford (Deputy Chair), D Gannon, J McNicholas, M Mutton, G Ridley and R Singh

By invitation: Councillors P Akhtar, L Kelly and A Khan



Scrutiny Coordination Committee

12 March 2018

Chief Superintendent Mike O'Hara
Coventry Commander



Preventing crime, protecting the public and helping those in need
www.west-midlands.police.uk



Questions Posed

1. Exact figures of what reductions to Coventry police have actually taken place and over what period?
2. Data on what is actually happening to crime levels locally?
3. How the police are adapting to this challenge?
4. Ways in which we can use community resources to work together smarter?



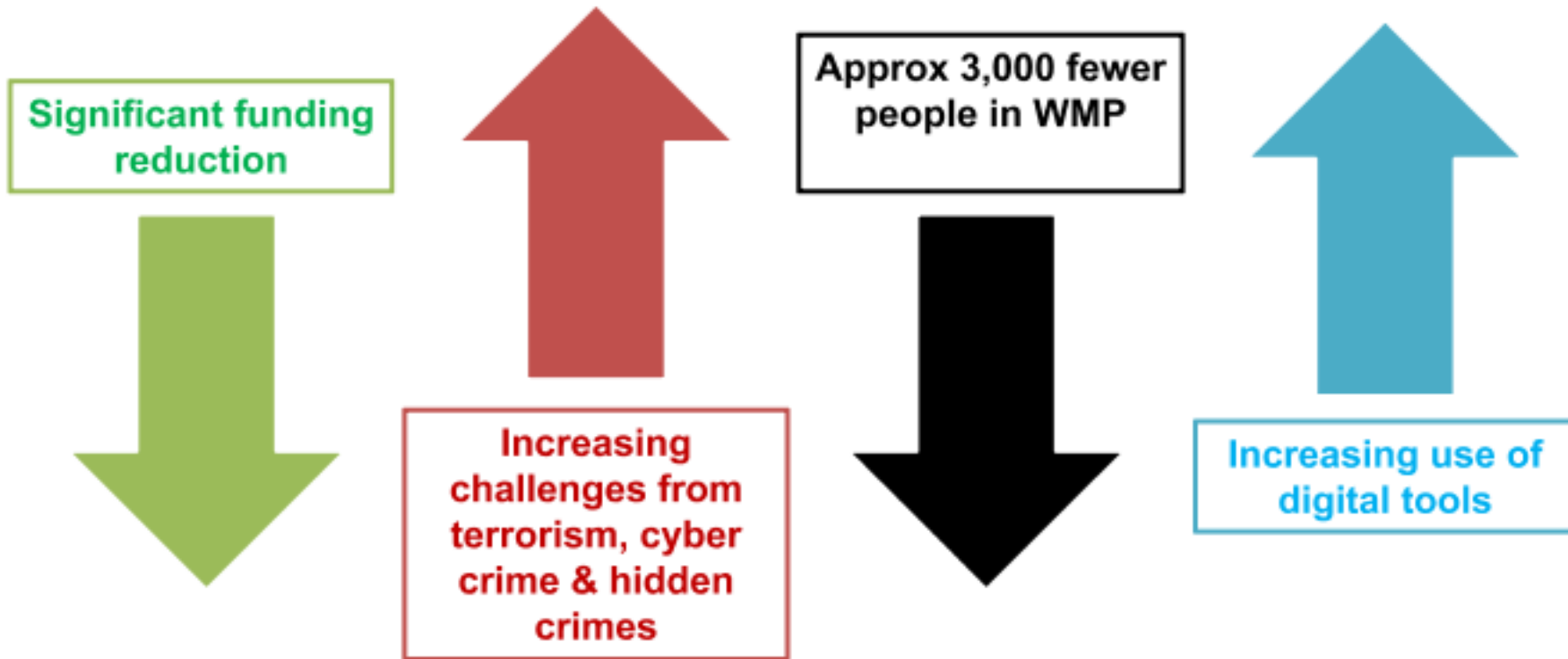
Context



Preventing crime, protecting the public and helping those in need
www.west-midlands.police.uk



Recent Challenges



Strategic Drivers for Change (WMP2020)

The rise of silent crimes

- § Move from public place to private domains – in families, between individuals and online
- § Significant rise in reported domestic abuse, internet related crime, emerging crime types - modern slavery, CSE – expectation is that this trend will continue

Multi agency delivery to prevent and respond

- § Increase in demand for safeguarding activities requiring upstream interventions with significant dependency on our partners
- § Sharing of data and intelligence at pace remains a significant challenge to integrated delivery

Citizen's digital expectations

- § Citizens expect service providers to have a digital core. They want to engage easily and expect a high pace of delivery
- § It should also allow them to better understand their area, influence our choices, participate in delivery, and on occasion self service option

Long term vision oriented around Prevent

- § We have a long term ambition to deliver a more proactive service to the public to manage long term demand
- § Ongoing drive to eliminate waste in how we operate and increase the speed with which we get to the right resolution which will not always be a Criminal Justice pathway

A funding challenge

- § Significant funding reduction

How can WMP deliver what matters most to the public today, while managing long term demand for service?

Our Response





WMP2020 is an intensive four year change programme that will change the face of policing across the West Midlands

- It is designed to help us stay one step ahead of criminals and make us fit for future challenges
- WMP2020 projects focus on crime prevention and our priorities
- All projects have people and technology at their heart
- Extensive public consultation shaped our proposals



Introduction of Body Worn Video

- Clear evidence
- More guilty pleas
- Admissions made sooner
- Less use of force
- A reduction in complaints against officers



Digital Experience for Citizens



- ü Online incident reporting
- ü Online case tracking
- ü Advanced signposting and self-service options
- ü Range of other services such as vehicle recovery



Data Driven Insight

- Information is the lifeblood of policing
- Investing in new technology to analyse information
- Making the best decisions we can



Intelligence

- ü Enhanced digital capabilities
- ü Powerful analytical technology
- ü Refined tasking and co-ordination process
- ü Closer ties with partners to broaden intelligence sources and improve outcomes



Response Team

- Became corporate function
- Cross-boundary working
- A new Force Support team responsible for searches, managing incident cordons, hospital watches etc



Mobility

- ü Issued to all frontline staff. 6,500 smart phones being issued
- ü Access to real-time information on the go
- ü Reduces the need to return to base
- ü Specialist secure apps provide access to systems



Investigations Team

- **Merging Teams** for greater flexibility
- **Locate Pilot** finding missing people safer, sooner
- **Initial Investigation** offering new approaches to victims
- **Prisoner Intervention and Prevention Teams** based in custody

Force Contact

- ü Merging emergency and non-emergency call centres
- ü Creation of three hubs where incidents managed
- ü New risk assessment framework – THRIVE+



Neighbourhood Policing Aims

Prevent harm at the earliest opportunity

Reduce the demand on us by putting in place problem solving measures to help reduce future problems

Prevent criminals reoffending with the help of consistent offender management plans

Work more effectively with partners, especially around early intervention

Increase public confidence in us by understanding and responding to their needs

Engage citizens and work even more closely with partners to tackle local concerns



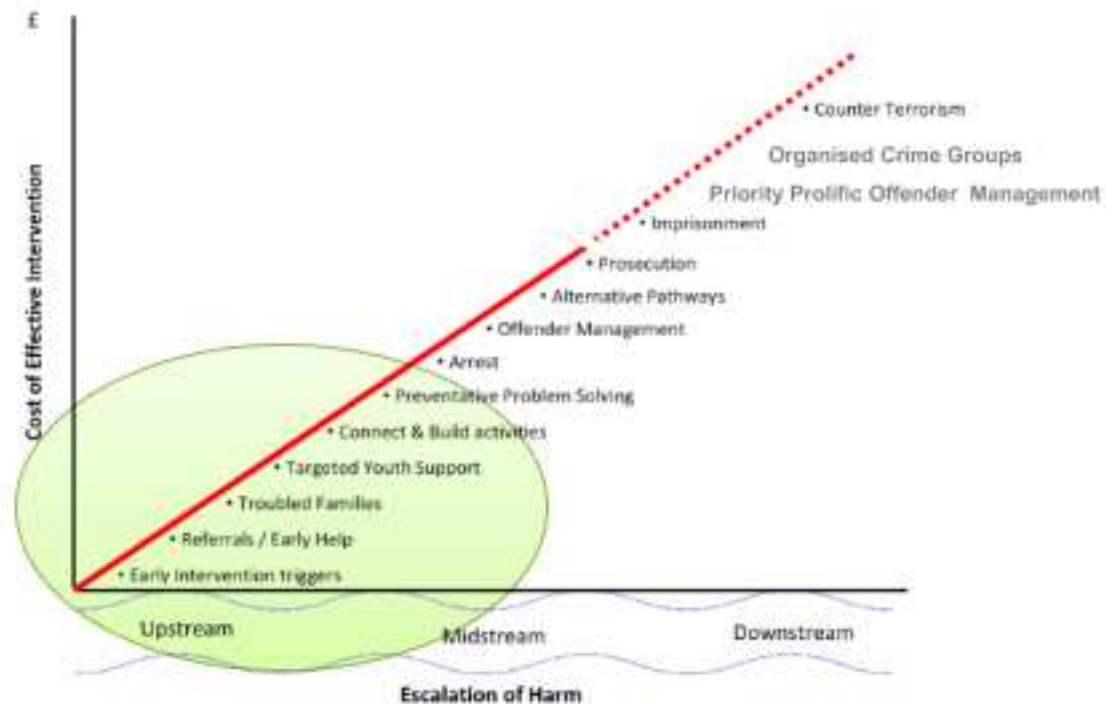
Neighbourhood Policing

"The police service is like someone standing on the bank of a fast-flowing river.

"There are people struggling in the water and more coming down with the current.

"Do you go in and rescue the ones you can see, or do you run up the bank and see who is throwing them in?"

Sir Ian Blair



Reality is we will always have to be in all areas, but we aim to be much more towards the 'preventative' end.



Preventing crime, protecting the public and helping those in need
www.west-midlands.police.uk

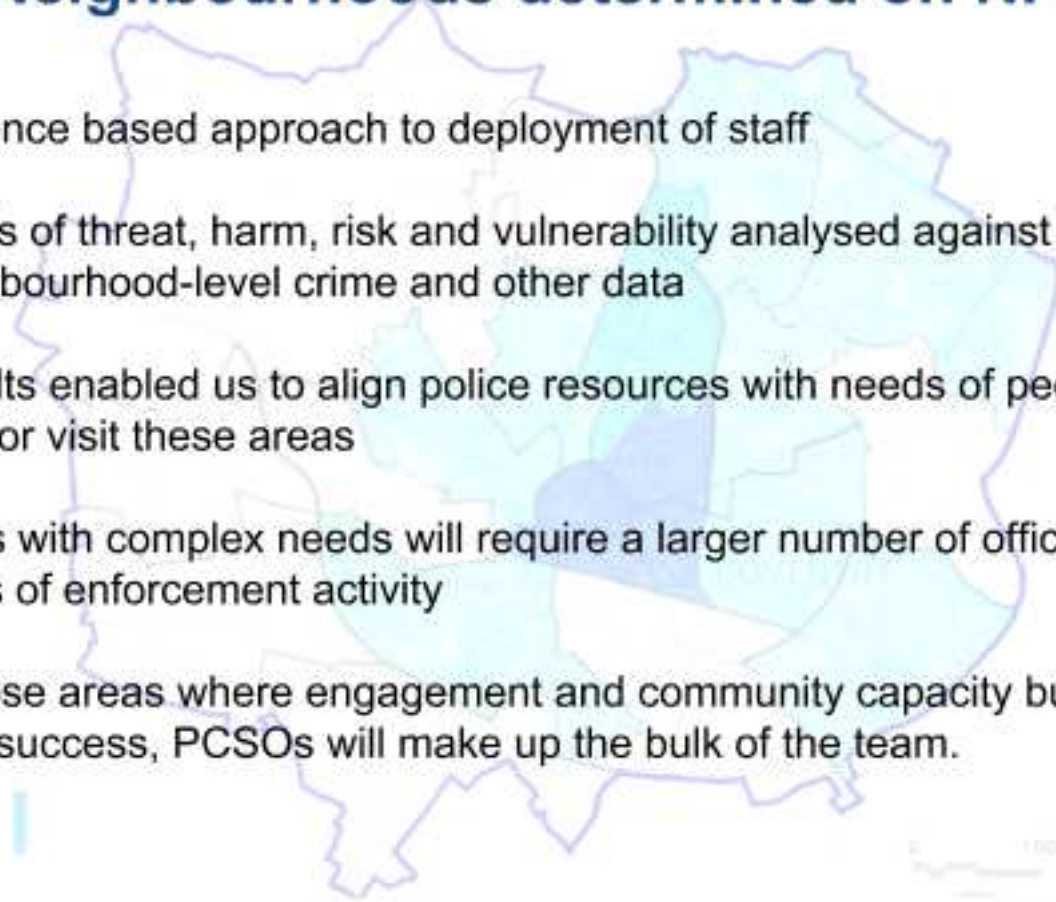


Workforce



How were numbers on Neighbourhoods determined on NPU?

- Evidence based approach to deployment of staff
- Levels of threat, harm, risk and vulnerability analysed against years' worth of neighbourhood-level crime and other data
- Results enabled us to align police resources with needs of people who live, work or visit these areas
- Areas with complex needs will require a larger number of officers for higher levels of enforcement activity
- In those areas where engagement and community capacity building are key to local success, PCSOs will make up the bulk of the team.



Direct Control and Tasking

Neighbourhood Policing

- 3 x Sectors
- 12 x Neighbourhood Teams

Partnerships Team

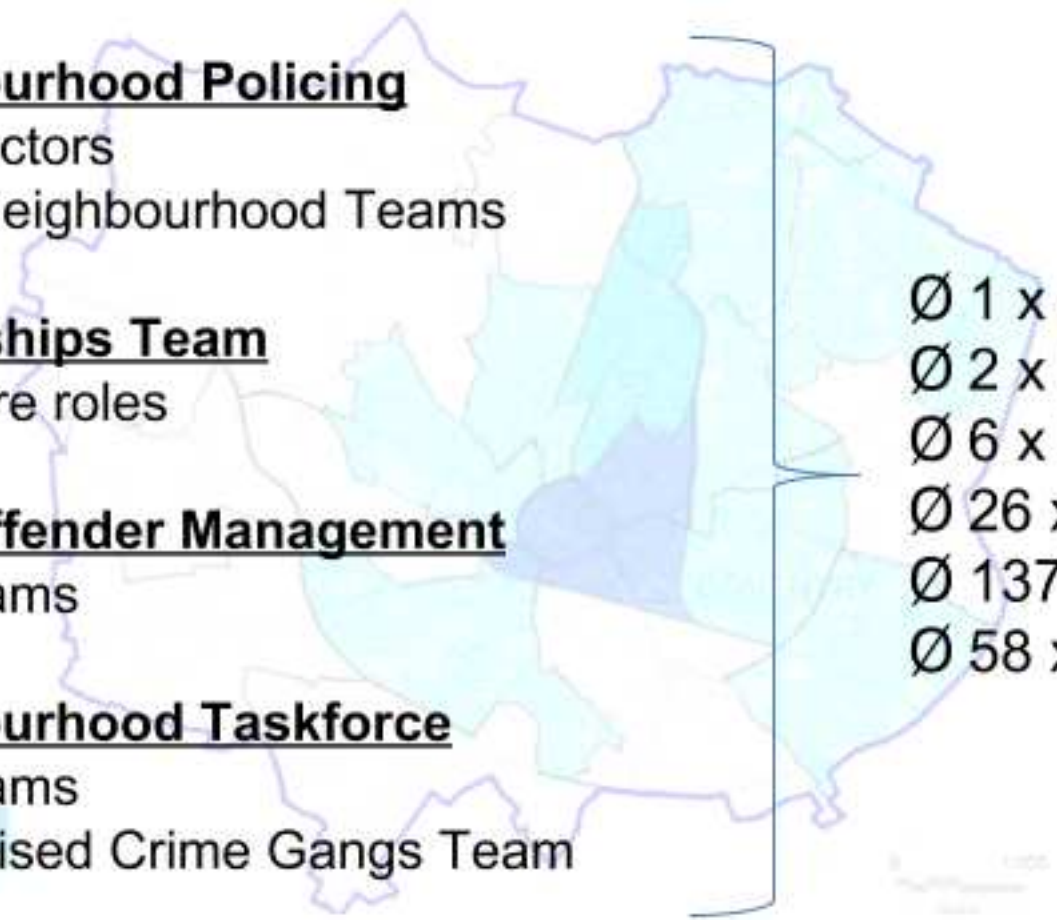
- 5 x core roles

Local Offender Management

- 4 x teams

Neighbourhood Taskforce

- 2 x teams
- Organised Crime Gangs Team



Ø 1 x Supt
Ø 2 x Ch Insp
Ø 6 x Insp
Ø 26 x Sgts
Ø 137 x PCs
Ø 58 x PCSOs



NPU Workforce - Detail

		ESTABLISHMENT	STRENGTH	DEPLOYABLE
Sergeants	NE	6	5	5
	SNW	6	5	5
	ST M	6	5	5
	NTH	2	3	3
	PSHIPS	1	1	1
	LOMU	4	4	4
		25	23	23

Sgts
8% < establishment

		ESTABLISHMENT	STRENGTH	DEPLOYABLE
Constables	NE	31	27.41	22.91
	SNW	25.00	23.91	16.91
	ST M	32	21.52	16.52
	NTH	21	16.59	13.59
	LOMU	26	24.42	24.42
	PSHIPS	2	7.85	5.85
		137	121.7	100.2

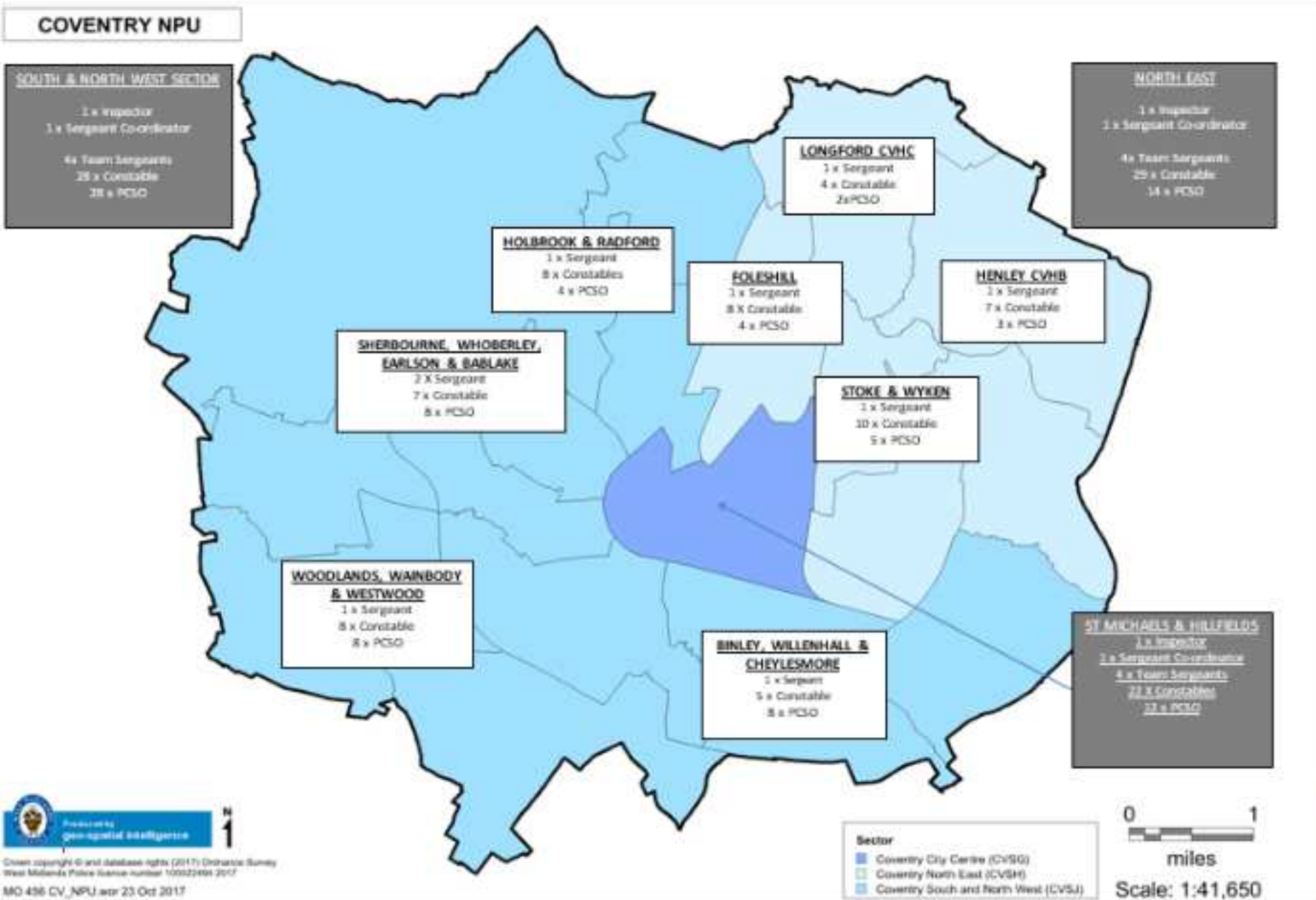
PCs
27% < establishment

		ESTABLISHMENT	STRENGTH	DEPLOYABLE
PCSO	NE	14	11.69	10.89
	SNW	28.00	26.43	22.41
	ST M	16	11.45	10.41
		58	49.57	43.71

PCSOs
24% < establishment



Neighbourhood Team Alignment



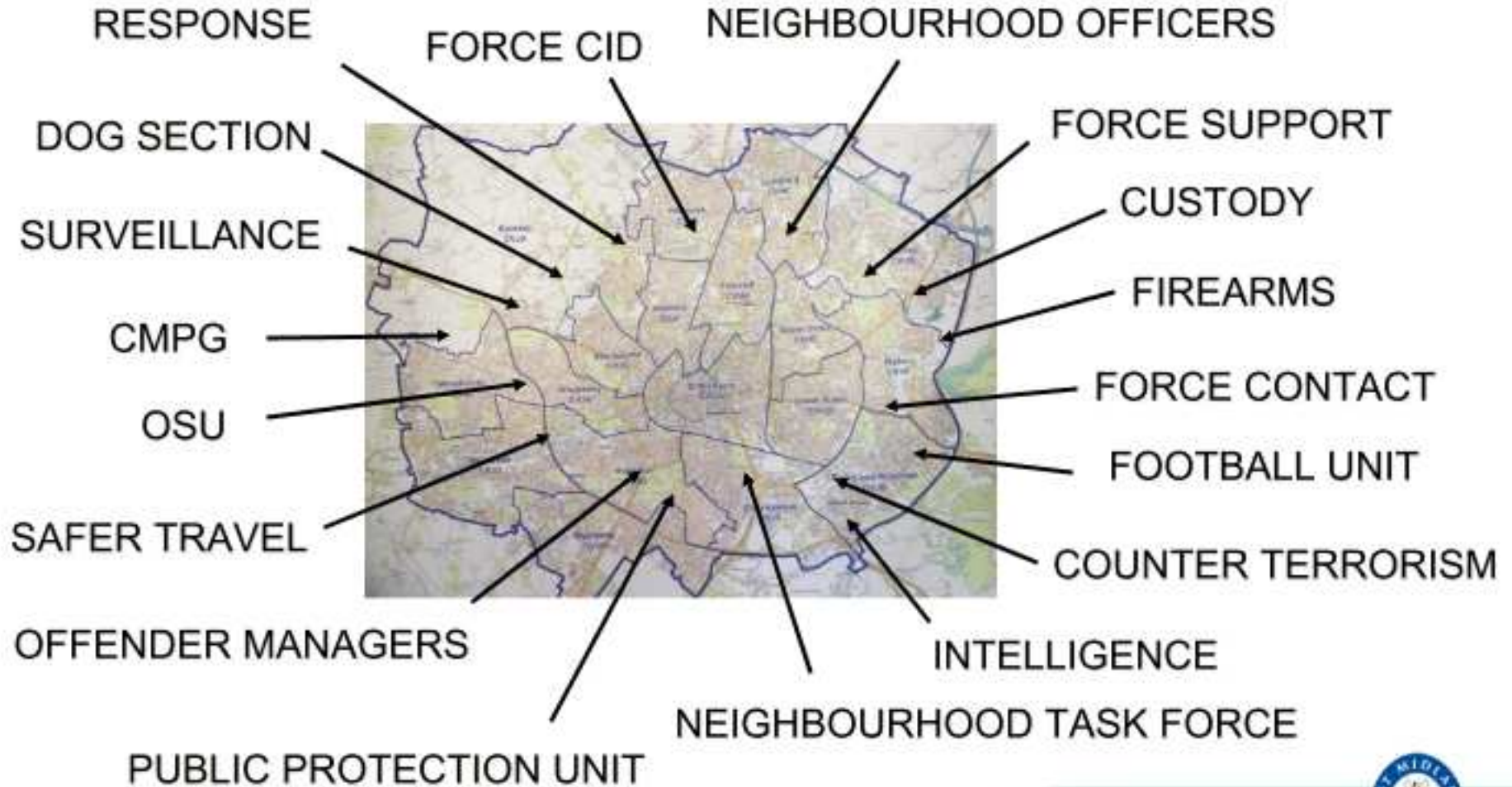
Neighbourhood Teams – Constables (change over time)

	01/04/2013	01/04/2014	01/04/2015	01/04/2016	01/04/2017	01/02/2018
Strength	87	90	85	92	82	84
Establishment	93	93	93	99.4	89	88
FTE Strength	83.6	85.7	80.7	87.2	77.3	79.6
Vacancy Factor	10%	8%	13%	12%	13%	10%

- 5% reduction in establishment
- Overall a relatively stable position regarding Neighbourhood Team strength
- The biggest change has been the Force re-modelling
- Officer and staff reductions have been seen in other areas of business, but Neighbourhood Policing remains a priority for the Chief Constable



Not Just Neighbourhood Staff....



Crime and Demand



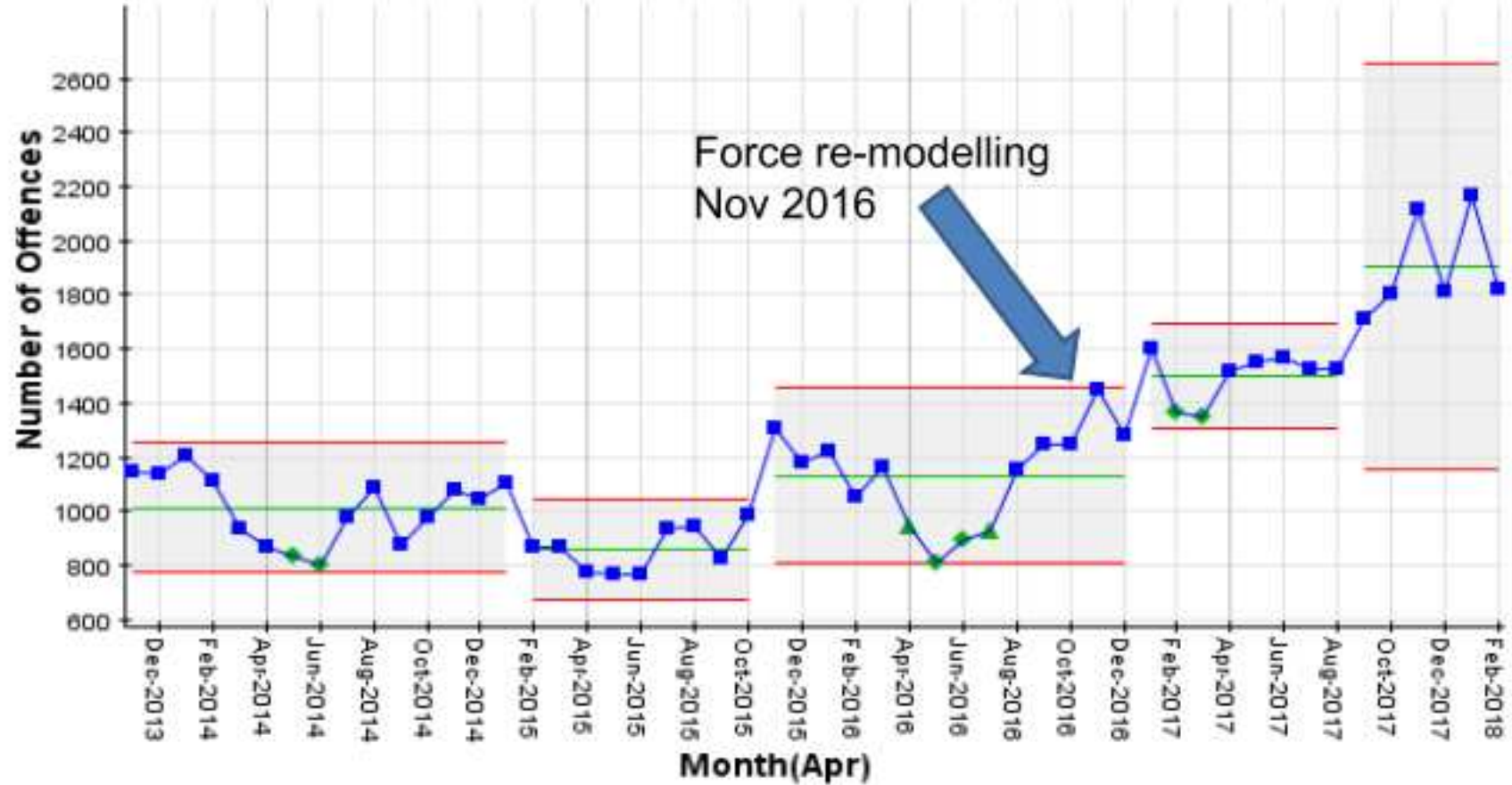
Preventing crime, protecting the public and helping those in need
www.west-midlands.police.uk



Burglary - WMP

Recorded Crime - Month : 28 - Burglary Residential

Data Updated: 2018-03-09 04:00:01



Preventing crime, protecting the public and helping those in need

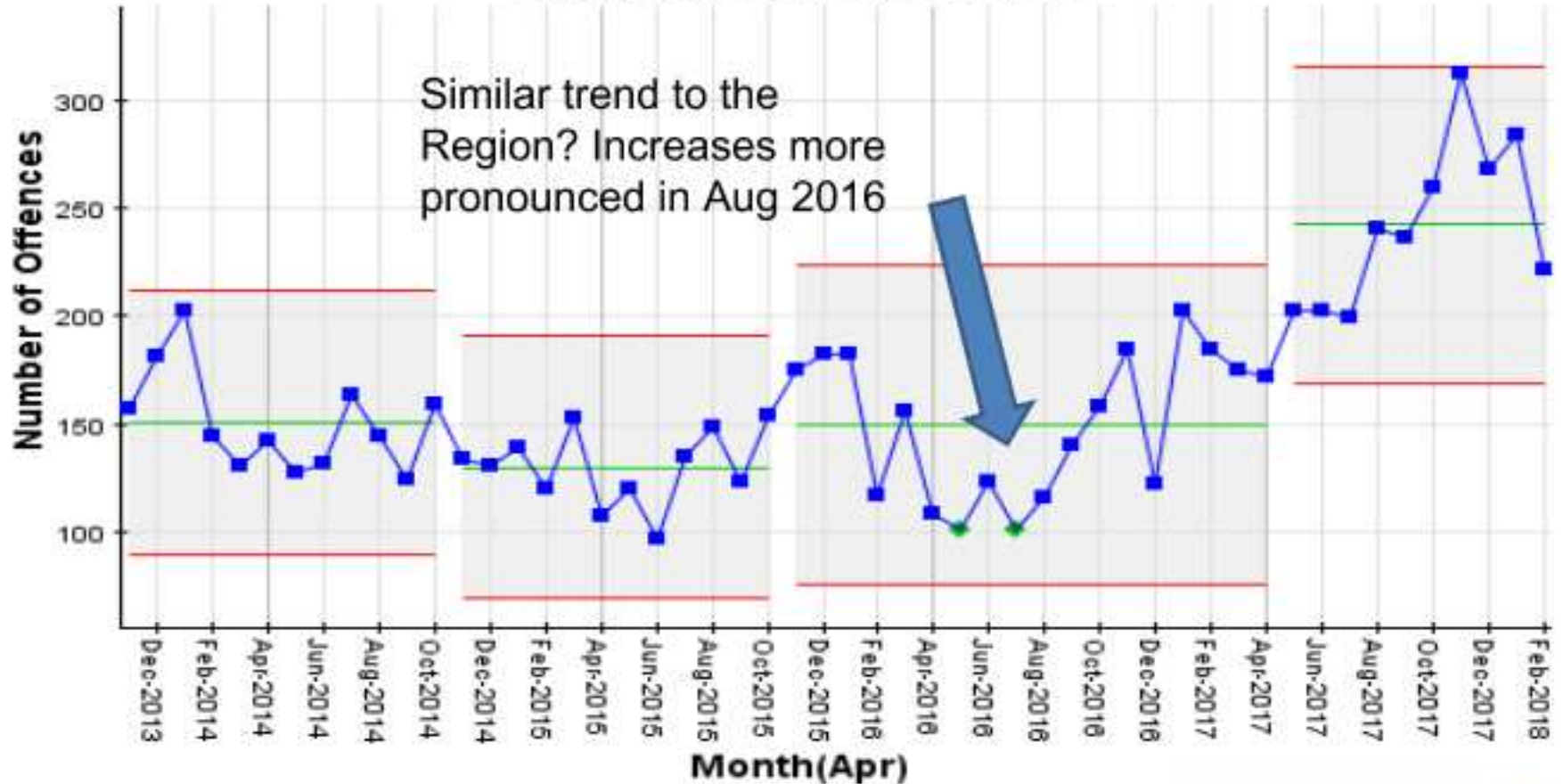
www.west-midlands.police.uk



Burglary - Coventry

Recorded Crime - Month : 28 - Burglary Residential * Coventry

Data Updated: 2018-03-09 04:00:01



Burglary – Comparison to Force

	Last Year	This Year	Difference	Metone	Performance
	13,231	19,475	6,244	-	47.2 %
Birmingham	5,871	8,113	2,242	-	38.2 %
Birmingham East	2,846	3,488	642	-	22.6 %
Birmingham West	3,023	4,625	1,602	-	53 %
Coventry	1,577	2,647	1,070	-	67.9 %
Dudley	1,215	1,573	358	-	29.5 %
Sandwell	1,260	2,150	890	-	70.7 %
Solihull	1,106	1,716	610	-	55.2 %
Walsall	1,278	1,782	504	-	39.5 %
Wolverhampton	924	1,494	570	-	61.7 %

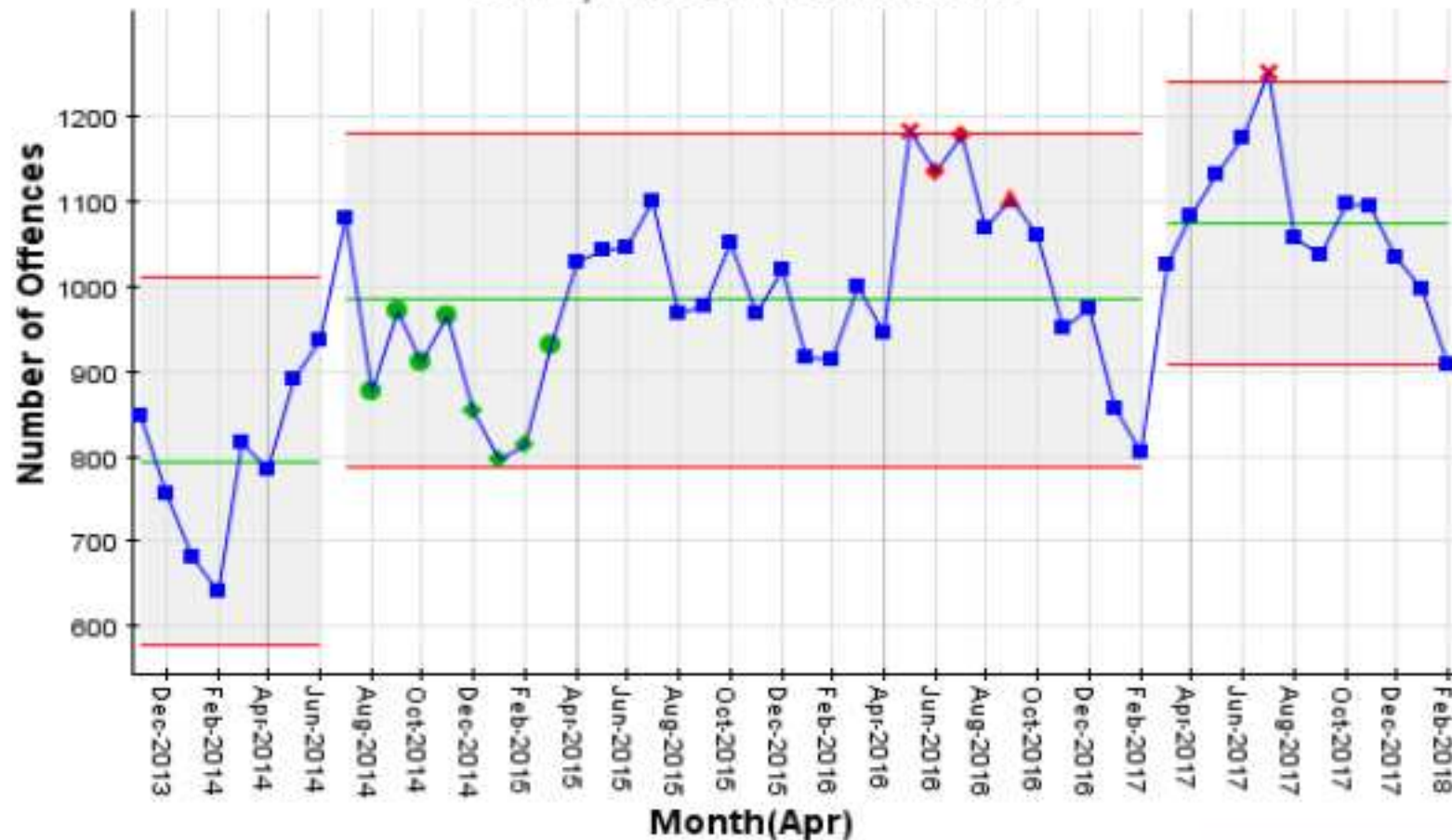
This is fundamentally an unacceptable for the people of Coventry



Public Place Violence - WMP

Recorded Crime - Month : Violence with Injury * PPV * Force

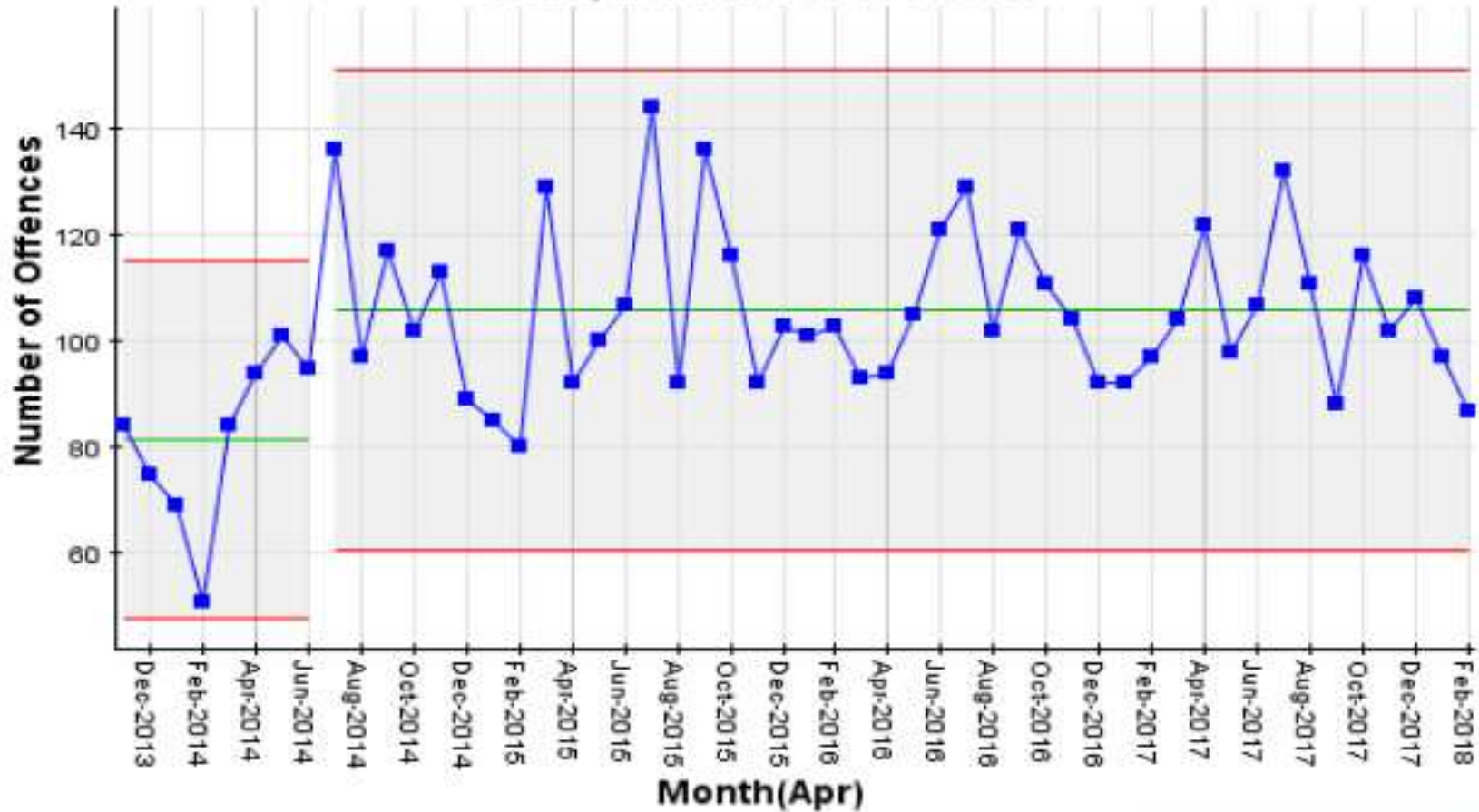
Data Updated: 2018-03-09 04:00:01



Public Place Violence - Coventry

Recorded Crime - Month : Violence with Injury * PPV * Coventry

Data Updated: 2018-03-09 04:00:01



PPV – Comparison to Force

With Injury ^{DW}	11,426	12,316	890	-	7.8 %
Birmingham	5,278	5,738	460	-	8.8 %
Birmingham East	1,967	2,193	226	-	11.5 %
Birmingham West	3,311	3,544	233	-	7.1 %
Coventry	1,184	1,224	40	-	3.4 %
Dudley	1,064	1,091	27	-	2.6 %
Sandwell	1,253	1,390	137	-	11 %
Solihull	606	627	21	-	3.5 %
Walsall	982	1,118	136	-	13.9 %
Wolverhampton	1,059	1,128	69	-	6.6 %

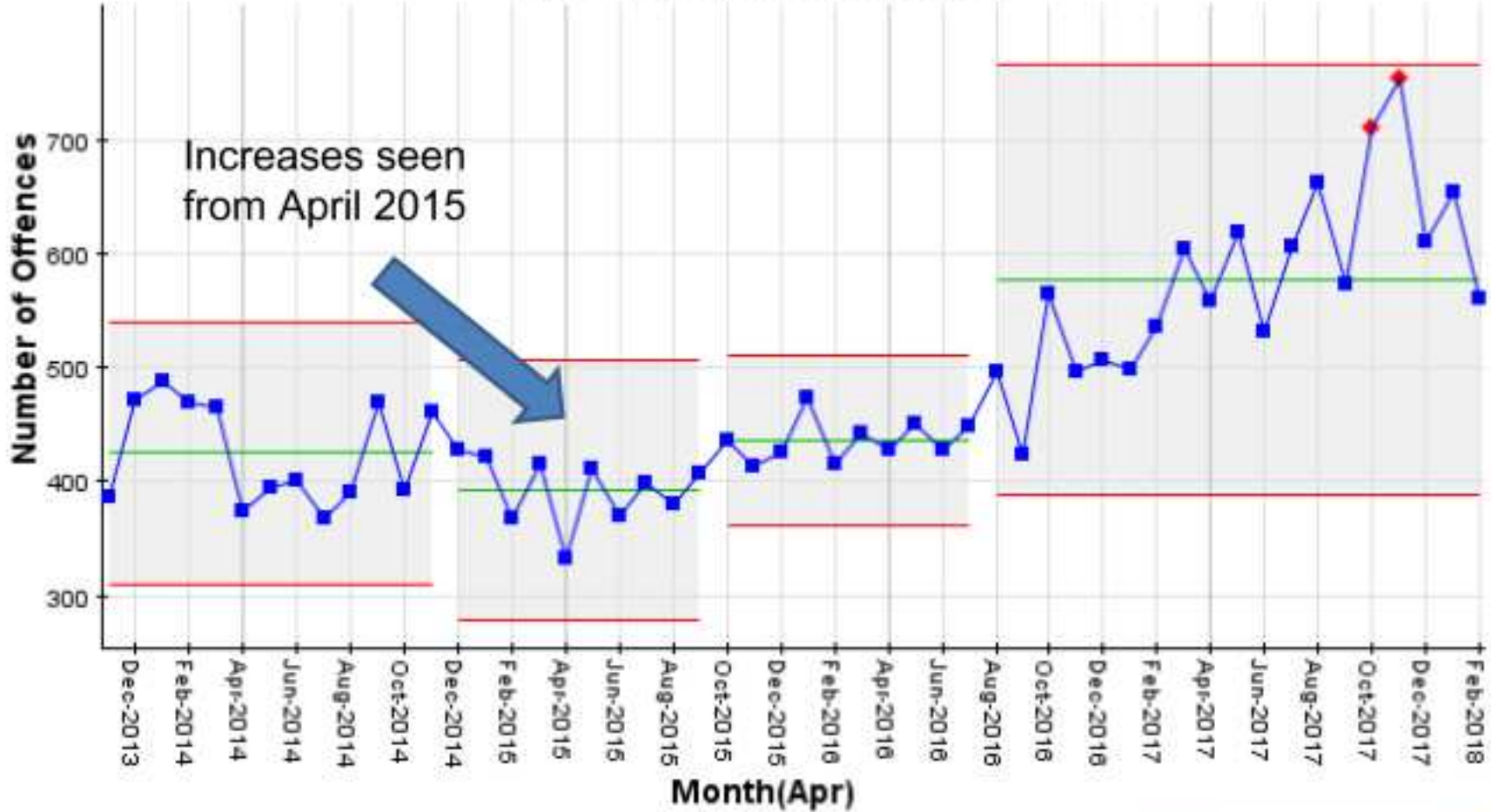
Any violent offence is one too many, however a 3.4% increase (40) is a relatively stable position – still more work to do!



Robbery - WMP

Recorded Crime - Month : Robbery * Force

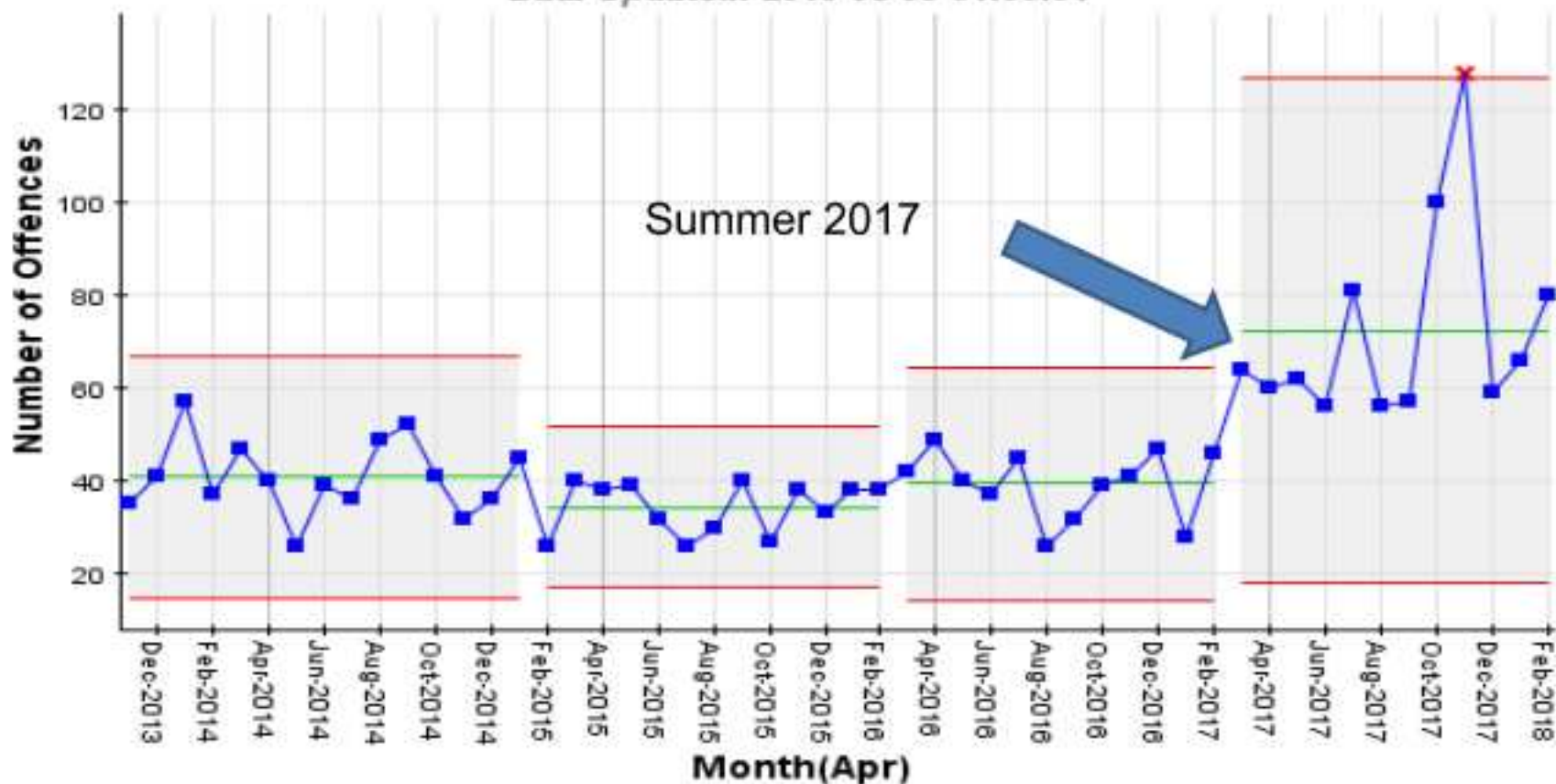
Data Updated: 2018-03-09 04:00:01



Robbery - Coventry

Recorded Crime - Month : Robbery * Coventry

Data Updated: 2018-03-09 04:00:01



Robbery – Comparison to Force

	5,393	6,965	1,572	-	29.2 %
Birmingham	2,860	3,781	921	-	32.3 %
Birmingham East	1,031	1,379	348	-	33.8 %
Birmingham West	1,829	2,402	573	-	31.4 %
Coventry	442	822	380	-	86 %
Dudley	391	388	-3	-	-0.7 %
Sandwell	661	690	29	-	4.4 %
Solihull	294	383	89	-	30.3 %
Walsall	374	494	120	-	32.1 %
Wolverhampton	371	407	36	-	9.8 %

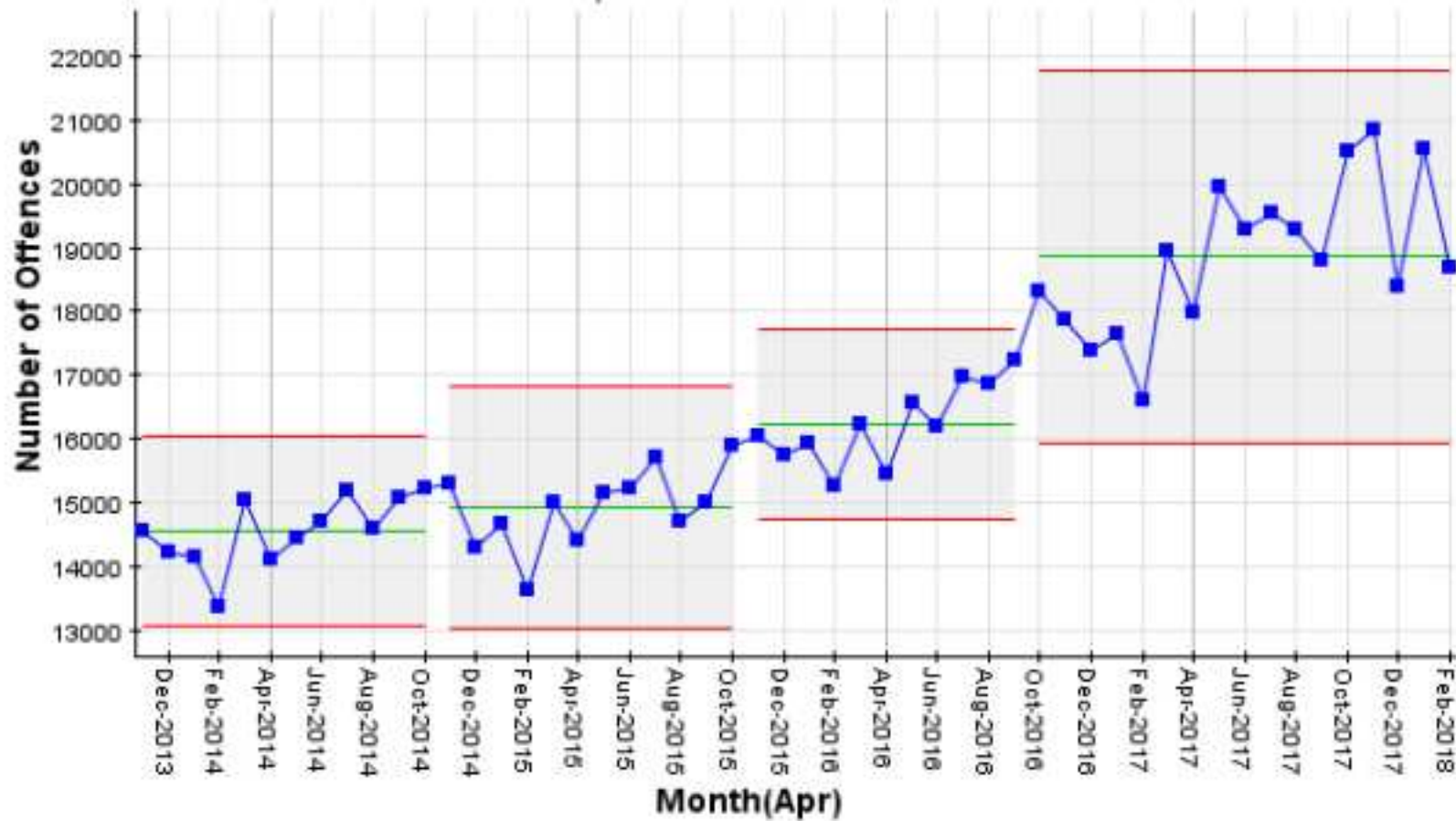
This is again fundamentally unacceptable for the people of Coventry



Total Recorded Crime – WMP

Recorded Crime - Month : Force

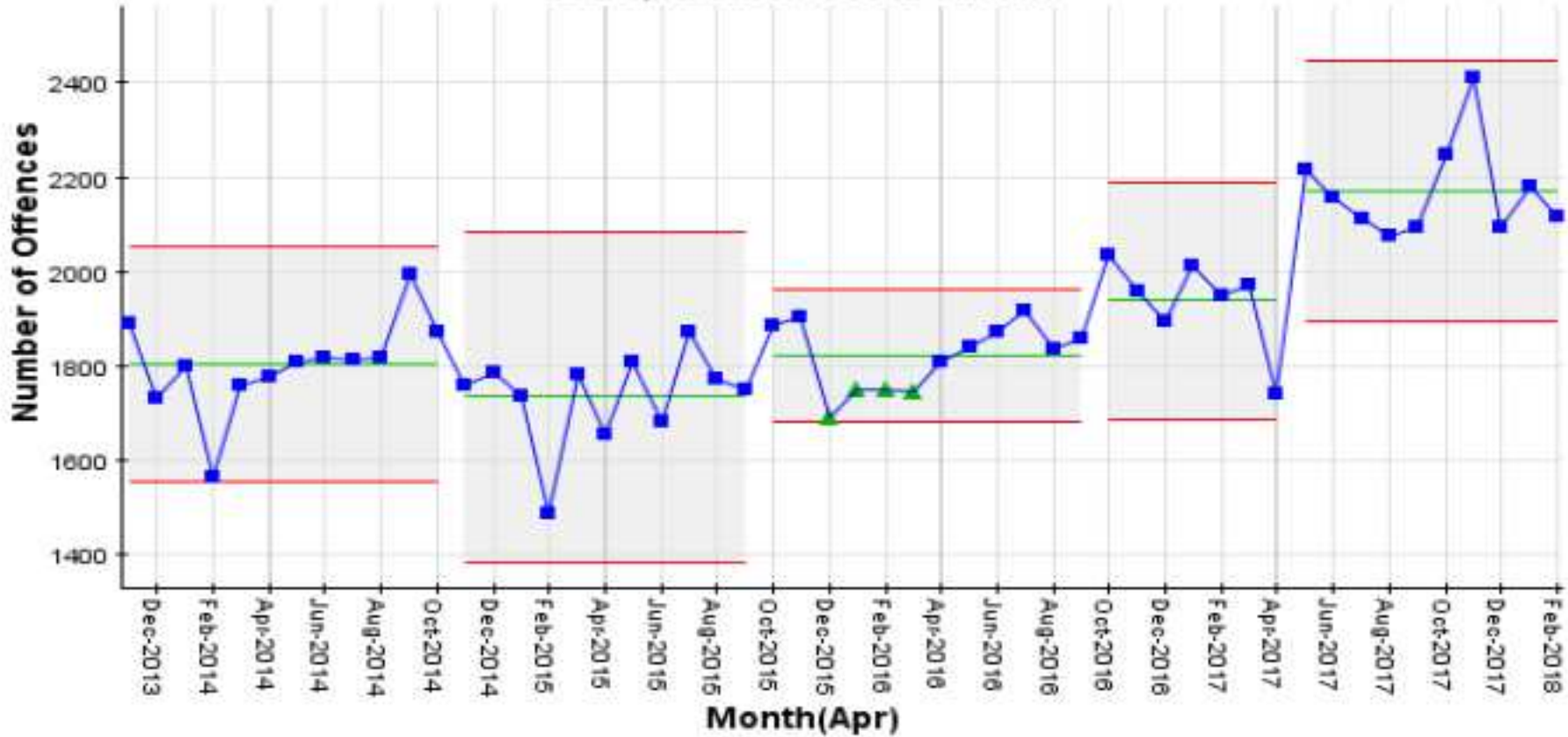
Data Updated: 2018-03-09 04:00:01



Total Recorded Crime – Coventry

Recorded Crime - Month : Coventry

Data Updated: 2018-03-09 04:00:01



TRC – Comparison to Force

	Last Year	This Year	Difference	Milestone	Performance
	190,839	217,168	26,329	-	13.8 %
Birmingham	83,365	93,888	10,523	-	12.7 %
Birmingham East	33,629	37,956	4,327	-	12.9 %
Birmingham West	49,675	55,921	6,246	-	12.6 %
Coventry	21,353	23,853	2,500	-	11.8 %
Dudley	17,368	19,988	2,620	-	15.1 %
Sandwell	21,381	24,795	3,414	-	16 %
Solihull	12,516	14,055	1,539	-	12.3 %
Walsall	17,317	20,671	3,354	-	19.4 %
Wolverhampton	17,539	19,918	2,379	-	13.6 %
	39,700	44,933	5,233	-	13.2 %

This increase is driven by increases in burglary and vehicle crime

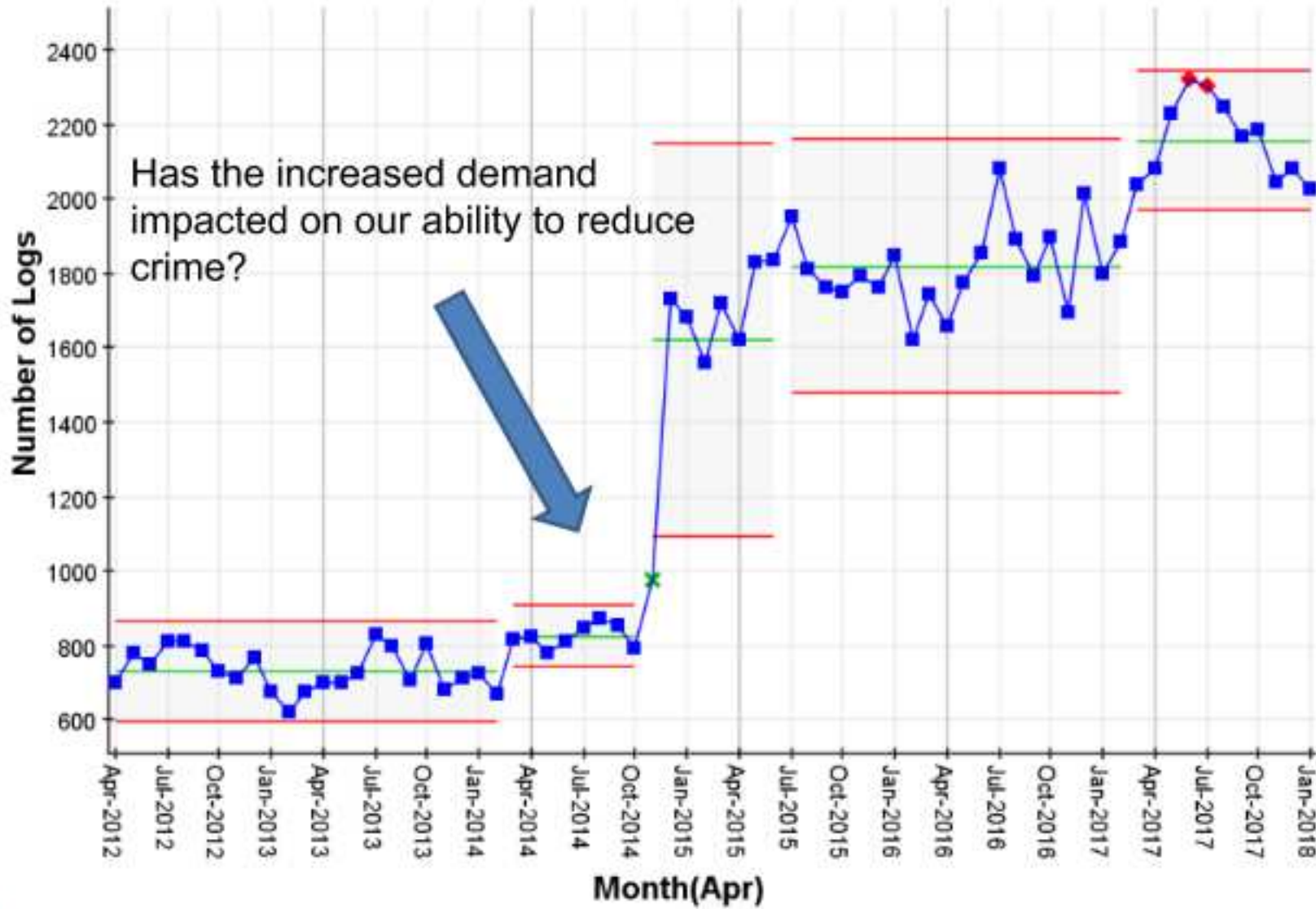


Calls for Service



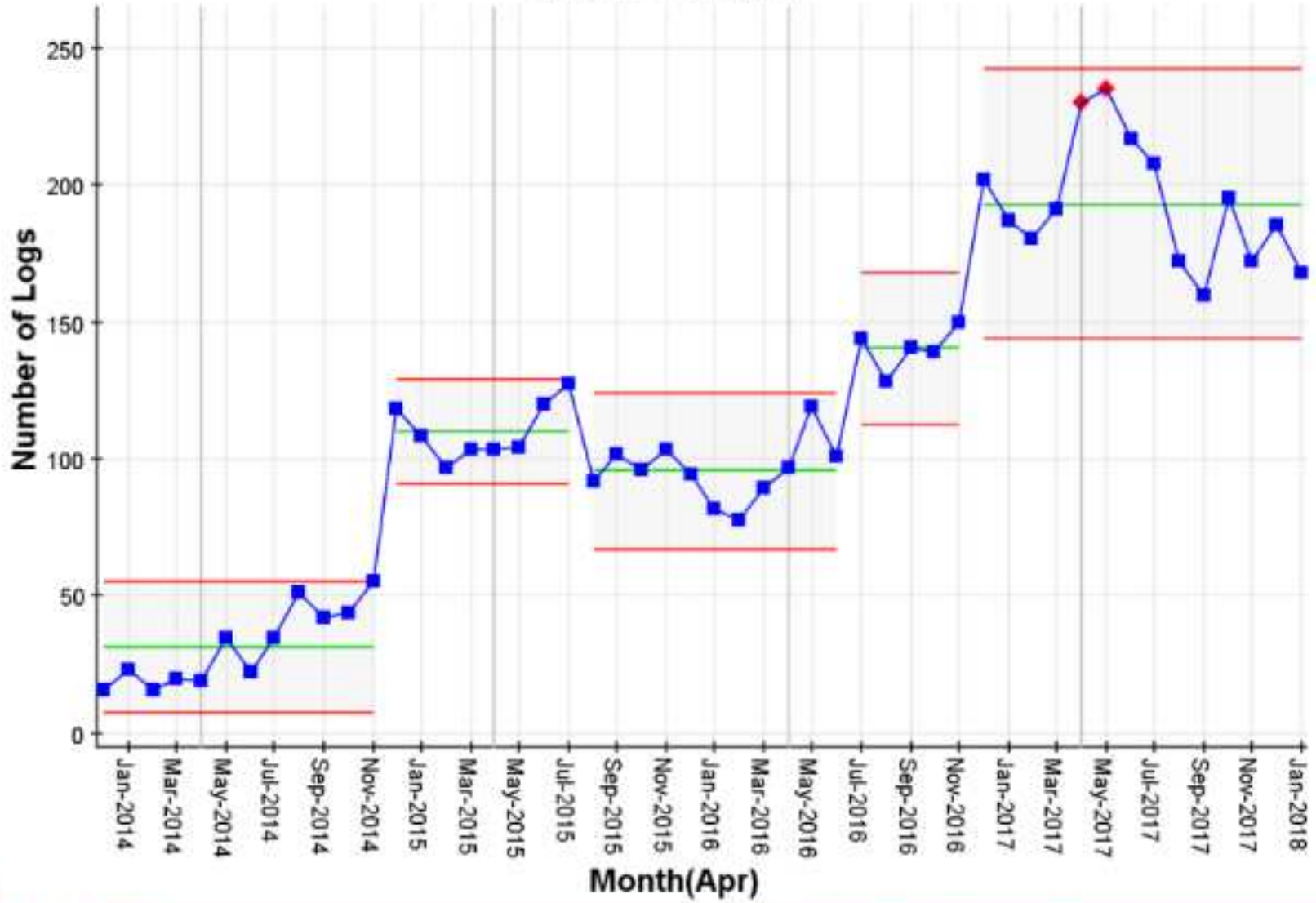
NICL Logs since Apr 2012 : Coventry * Emergency * P1 Immediate + P2 Priority Response + P3 Priority Inv + Early Response + Immediate

Data Updated: 2018-02-19 03:00:01



NICL Logs since Apr 2012 : Coventry * Emergency * P4 Scheduled Investigation + P5 Initial Investigation + Appointment

Data Updated: 2018-02-19 03:00:01



Summary of Crime & Demand Picture

Why have we seen this level of increase in crime 2017?

- Reduced overall resourcing picture – lowest since 1974 (28% less funding than in 2010)
- Increased focus and investment in hidden harm and vulnerability
- Re-modelling de-stabilises delivery
- Increased demand
- Increased level of critical incidents and CTU business

My position for Coventry?

- Robbery – number 1 priority
- Burglary – volume remains a concern
- Violence is relatively stable, but can never take eye off the ball
- Current average of 61 offences per day across the whole of Coventry
- I can (and must) improve this position

How?

- Regain control – focus on key crime types
- Re-energise offender management focus – no space
- Lever in Force resources - Operation Lavant
- Never forget prioritising vulnerability
- Hot Grids & targeting repeat demand locations/callers
- ‘Street a Week’ – partner and community support
- Preparing for Summer Demand
- Protect Coventry and get ready for 2021.



Operation Lavant

Tackling burglary, robbery & vehicle crime in Coventry



West Midlands Police

Cannabis plants worth £30,000 found at Coventry home

Police raided the house on Tuesday morning

Cov Police Commander @CovCommanderWMP · Jan 11
Awesome result #OpLavant #CovPolice

Supt Phil Dolby @PhilDolbyWMP
Burglary in progress in Coventry. Officers sight 2 suspects & give chase. Suspects lost in Radford area. @WMPDogs PD Mason deployed to last confirmed sighting, commences a track & after a good distance locates 2 suspects behind a parked car. Both arrested on Burglary. #YamNicker!

WMP Traffic @TrafficWMP · Jan 10
Never a good idea to be doing 50mph in a 30mph zone, especially when we are behind you. It's even less smart when you don't have a driving licence. This lovely #Audi is now being seized. #FaceIt #Fail #Coventry #OpLavant

WMP Traffic @TrafficWMP · Jan 11
Another pursuit ended @WestMidlands @Coventry_Police another successful outcome. Not sure the driver intended to park like this, but it was his down hill. He was detained in the car while the passenger ran off in his pink 6x6's shoes & escaped. Obviously returned #OpLavant

Coventry Partnership @CoventryPartnership · Jan 15
#OpLavant Officers are conducting Homeless Property Marking as part of Operation Lavant for students

Force Support Unit @FSU_WMP · Jan 11
Coventry Team 8 night shift stopped two males on the Harley Road this morning. Found in possession of a large kitchen knife, soft croppers and screwdrivers. Both currently in custody awaiting interview. #WestMidlands #OpLavant @Coventry_Police

WMP Traffic @TrafficWMP · Jan 11
Yet more good work in @Coventry_Police recover of the stolen vehicle, parked as we now recovered for #Coventry and the Sgt is looking for the driver with an area of a drink driver. #CoventryAndDrive #OpLavant #StaySafe #Coventry



What Support can the Community provide?

Active Citizens

- Police and Communities working together to improve their local area.



- £1m Active Citizens Fund across WMP



- Dedicated 'Connect and Build' Team in Coventry

- Skill uplift and culture change in our approach to community engagement for all NH staff

- Numerous examples of work taking place

- 'Happy Hillfields' Programme
- World Café Events
- Introduction of Street Watch
- Enhanced Student Watch



- Digital community messaging tool – **WMNOW** giving Coventry people the latest information about policing in their chosen neighbourhoods

- MORE TO DO!



Estates

The estates programme is expected to be a six year programme, the scheduling of which is currently being worked through. Once the programme has been approved more information will be shared with affected teams.

Public contact office to be re-provisioned in the local area

Sutton Coldfield
Solihull

Under review

Lady Hill

Sites to close:

NPU

Birmingham East

Birmingham West

Coventry

Dudley

Headquarters

Sandwell

Solihull

Walsall

Wolverhampton

Base

Acocks Green
Balsall Heath
Stratford
Kingstanding
Sutton Coldfield

Harborne
Queen's
Digbeth
Handsworth
Moseley

Cooley
Foleshill
Willemshill (Coventry South)

Sedley

Eggbaston
Princes Lane
Princes Street

Oldbury
Smethwick
Tipton
Widnesbury

Solihull

Aldridge

Wednesfield

Sites which will remain in WMP estate:

NPU

Birmingham East

Birmingham West

Solihull

Coventry

Dudley

Sandwell

Walsall

Wolverhampton

Cuckfield

Headquarters

Operations

Training

Base

Musley
Stochford
Edington

Bearnville
Newtown
Summerfield Road

Cherrywood
Winchcombe Road

Coventry Central
Bell Green

Brierley Hill

West Bromwich

Bloxwich
Walsall Civic Centre

Wolverhampton Central
Norton
Low Hill

Central custody
Western custody

Ashton
Ladbroke
Edgely House
MMP motorway - Quorn
MMP Ferry Barr
Lloyd House
Newton Street - Governor's Office

Park Lane
Centre House - Seller Travel
Dog Training Centre

RUF Control



Any Questions?

