



**STRATEGIC POLICING AND CRIME BOARD**  
**Tuesday 1<sup>st</sup> December 2015**

**WMP2020 Programme – Next Generation Local Policing & Risk Framework**

**PURPOSE OF REPORT**

1. The West Midlands Police and Crime Commissioner began a strategic partnership with Accenture Ltd in 2014 that operates through the WMP2020 programme. The programme aims to ensure the Force can continue to deliver high quality policing services whilst meeting a further period of austerity. The first phase of this partnership was to develop a future operating model for the Force and a high level change plan. This work then led to the development of a detailed change programme for the first two years.
2. The purpose of this paper is provide members of the Strategic Police and Crime Board an update on the development of the Next Generation Local Policing and Risk Framework work streams within the detailed change programme.

**BACKGROUND**

3. West Midlands Police supported by Accenture have produced a first two year change portfolio as part of the five year change programme. The portfolio has nine main programmes that help achieve the WMP2020 vision through the delivery of a number of projects.

**Next Generation Local Policing** is one of the WMP 2020 projects looking at the future direction of neighbourhood policing

The **Risk and Priority Framework Project** is an enabling project that seeks to create and deliver a consistent risk assessment framework across all of the capabilities of West Midlands Police and is a dependency for several projects.

**NEXT GENERATION LOCAL POLICING - NEIGHBOURHOOD MODEL**

4. West Midlands Police will be using a new neighbourhood typology model developed through the Next Generation Local Policing design work to allocate neighbourhood resources based on need.

A complex piece of analysis has been undertaken in collaboration with Professor Martin Innes of Cardiff University to better define the approach for allocating resources in accordance with the different needs of different types of neighbourhoods.

The ultimate aim has been to create a model that provides greater understanding of the local harm and need in all neighbourhoods across the Force, to enable the delivery of a 'needs' based neighbourhood policing model with a service offer that is tightly aligned to local need.

## **TPOLOGY MODEL**

5. The model recognises that neighbourhoods can be very different to each other, have differing demands and therefore require different sorts of policing. Five different types of neighbourhood have evolved based on needs of the people and the demands of the place within them.

Typology classification does not allocate a standard number of resources to each area; the number of resources allocated depends on the types of differing need factors present in each neighbourhood. However every neighbourhood will have a named resource aligned to it.

Neighbourhood resources will be more focused and proactive and the model will be calibrated to local needs, focussing on prevention and problem solving to reduce demand through a range of interventions, while continuing to work with partners. The model will also remain flexible, so as need in neighbourhoods changes over time resources will be repositioned to ensure focus remains on the areas of need where policing interventions can have most impact. It provides West Midlands Police with a resource allocation model for Neighbourhood Policing.

## **NEIGHBOURHOOD POLICING RESOURCES**

6. Alongside work outlined below in relation to the Risk Framework (THRIVE+) model & the new grading framework, there will be a tighter definition around what constitutes a neighbourhood response in order to insulate neighbourhood officers in line with agreed service resource levels within this model.

## **POLICE COMMUNITY SUPPORT OFFICERS**

7. It has been proposed as part of a Detailed Business Case that the number of PCSOs within the organisation will reduce by 2020 by at least 325 FTE during Transition State 1 (TS1), September 2016 and then a further 230 FTE by end state, leaving a total of 119 FTE PCSOs within WMP. These figures will be reviewed in light of the emerging financial settlement for WMP for 2016/17.

It should be noted that the preferred option for the PCSO reduction and implementation arrangements is currently in a period of formal consultation with Trade Unions and are due to be concluded by late December. It is anticipated that the proposals will be finalised for agreement in the New Year.

There is a preferred implementation timeline which balances the achievement of benefits against the capacity of the organisation to successfully deliver the change

A more definitive position will emerge once formal consultation and negotiation with the Trade Unions has concluded.

Staff will be supported in Career Transition Seminars where advice on interview technique and CV skills is offered as well as exposure to external employers with current job vacancies.

Police officer recruitment has also been re-opened for internal candidates to provide additional opportunity to enter the selection process.

Once selected for roles, individuals may be subject to a preferencing/posting process to determine their location of work.

Training will be given to individuals remaining in the organisation to ensure that they are fully equipped to deliver their roles proposed within the force operating model.

## **RISK FRAMEWORK**

### 8. Principles of the Risk Framework

- The aim of the risk framework (THRIVE+) and the new grading model is to ensure WMP provide the 'right response at the right time'. Our ambition remains to protect people from harm in the face of a changing demand profile.
- The operational risk assessment tools are designed to protect people from harm by assessing the threat and risk of any given incident and respond with the appropriate response dependent on the level of threat, risk and vulnerability.
- The risk framework is designed to support consistent and reliable decision making at all levels of WMP through the use of a standard risk framework.
- THRIVE+ is an operational risk assessment tool which supports decision making by taking into account key considerations including Threat, Harm, Risk, Investigation needs, Engagement requirements and the need for Prevention/Intervention. WMP will use the risk tools available to allocate the most appropriate resource to meet the public need.
- The inclusion of Investigative (I), Engagement (E), and Prevention/Intervention (+) opportunities enables the Force to better protect those we serve and ensure efficient resource allocation to incidents.
- The new grading framework and force response options will better enable the force to dispatch the right resource at the right time to an incident to deal with it first time.

### 9. Examples:

- **Call for service: Criminal damage where a member of the public witnesses' an offender and can provide a description.** Offender has left the scene a while ago. Current response would be to send a response officer. Using THRIVE+ and the new grading profile, an investigator would be allocated. This would ensure the evidence is recorded and investigated but does not necessarily require a physical response.

- **Call for service: Regular ASB experienced by a caller** – youths have been throwing stones at the caller’s window. Current response would be to send a response officer. Using THRIVE+ and new grading it would be likely that a response officer may not be the most appropriate resource to send and that a neighbourhood officer would be more beneficial. This is facilitated through using THRIVE+ and establishing prevention and intervention opportunities and enabled through the selection of a neighbourhood grading resource option.
- **Call for Service: Member of the public calls to complain about noisy neighbours**, that isn’t on-going at present but is a persistent problem and doesn’t know how to resolve it. Current response would be for an officer to attend. Using THRIVE+ where there is no identified vulnerability it would be likely that they would be provided information and signposted to services that meet their needs, which may not necessarily be a police response.

## **NEIGHBOURHOOD POLICING UNITS**

10. Local Policing Units will be renamed as “Neighbourhood Policing Units” (NPU) and will be responsible for preventing harm through early intervention and problem solving.

The force will reduce the number of NPUs from 10 to eight. Birmingham West and Central LPU will merge with Birmingham South LPU and Birmingham East LPU will merge with Birmingham North LPU.

Local commanders will be responsible for local deployment and prioritisation decisions linked to a clear local plan focused on preventing harm, overall performance on their area and closer partnership working.

Licensing administration will become a centralised function, with problem solving and licensing intervention work becoming the responsibility of neighbourhood teams.

Partnerships Teams will develop closer working relationships with partners. This may include co-location with greater information sharing and joint activities. The four Birmingham Partnerships Teams and Central Birmingham Partnerships will merge into one team to provide a consistent approach in Birmingham.

## **INTERGRATED OFFENDER MANAGEMENT (IOM)**

11. Changes to the structure of offender management will see:

- A Corporate IOM team created to share best practice and create flexibility during periods of high demand
- Local Offender Management Units (LOMUs) will continue to deliver offender management on NPUs, managing core offenders, vulnerable offenders, violent and high risk offenders and sexual offenders
- A Central Breach Team will be delivered in one corporate function supported by Intelligence
- A Central Resettlement Team will make informed, proportionate and consistent decisions for every released prisoner, providing more consistent suitable licence decisions

## **INVESTIGATIONS**

12. The aim of the project is to transform Investigations into a fast paced, end-to-end investigative service which delivers positive results from a 24/7 service. The team will have a long term preventative ethos, employ a streamlined partnership and adopt technology to speed up the investigative process. Changes will include:
- A force investigations cluster, formed from Birmingham-based violence, acquisitive and volume units will create resilience and economies of scale
  - A PPU investigations cluster, formed from child abuse and sexual offence teams, will create resilience and economies of scale
  - Investigations to be conducted across a range of channels including online investigations, telephone statements and digital evidence uploading
  - A locate unit will help to reduce demand on Response. In 2016 a pilot will focus on locating missing people, making use of digital media / CycComms. In future years this will be extended to locating wanted people
  - Prisoner Intervention And Prevention Teams will be aligned to the new custody blocks to ensure faster investigations and advise on effective custody outcomes

## **RESPONSE**

13. Response will become a corporate function alongside the Force Operations department

NPU boundaries will be twinned to create five response clusters which will share out the demand for service and achieve the first stage of borderless patrol

Force Support, created from current CAPT and LPTs, will respond to lower priority demand, as well as primary mobilisation, force mobilisation (e.g. football matches and protests) and support local operations and initiatives as part of the Force Operations Department

## **INTELLIGENCE PILOT**

14. The force will pilot a new way of supporting the frontline on Birmingham North and East LPUs for 10 weeks in the new year

A 24/7 Intelligence function will enable effective decision making and resource deployment through a two way exchange of information and intelligence with resources across the pilot area

The creation of a Service Delivery Officer function will provide real time analysis of resources, their locations, activities, skills and capabilities to ensure appropriate, proportionate and efficient deployment

## **FORCE CONTACT**

15. 999 and 101 call functions will merge with contact handlers trained to deal with both types of call

There will be a reduction of five RAD sites to three, each housing the real time incident centres (RTIC)

A new Performance and Service Improvement Team will assess activity of teams, look at public demand and monitor performance

## **MOBILE DEVICES**

16. Mobile devices are being piloted on two Birmingham LPUs which will inform the future roll out to the force. The pilot has started with an incident management app, but ultimately there will be a range of mobile apps to support officers giving them remote access to force systems as well as email, Google maps and other applications. This will result in a reduction in wasted time travelling back to stations and provide officers with information on the go.

## **BODY WORN VIDEO**

17. The project to equip all response officers with body worn video from April 2016 has moved into the procurement phase. Results from two pilots conducted in Wolverhampton and Birmingham South LPUs has seen:

- An improvement in evidence captured at incidents leading to better chance of conviction
- A reduction in use of force during arrests
- An increase in evidence for officer complaints of assault from members of the public

## **FINANCIAL IMPLICATIONS**

18. The budgets for the WMP2020 Programme of Work, including all of the projects in this paper, are built into the WMP2020 Budget Model. This model is being reviewed alongside the development of the Business Cases for the first two years of the programme.

## **LEGAL IMPLICATIONS**

19. There are no legal implications to this paper.

## **RECOMMENDATIONS**

20. The Commissioner and Board are asked to note the updates provided in this report on the Next Generation Local Policing Programme and the Risk Framework Programme.

Dave Thompson  
Deputy Chief Constable