



Home Office

Crime Reduction & Community Safety Group

Tilley Awards 2008 Application form

Please ensure that you have read the guidance before completing this form. **By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the guidance.** Please complete the following form in full, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to tilleyawards08@homeoffice.gsi.gov.uk.

All entries must be received by noon on **Friday 25th April 2008**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811.

Section A: Application basics

1. Title of the project: Birmingham Tasking and Coordination Group (BTCG)
2. Key issue that the project is addressing e.g. Alcohol related violence:
Public Service Agreement 1

Author contact details

3. Name of application author: Daniel John Gibbin, Cert Ed, BA (Hons), MSc
4. Organisation submitting the application: Birmingham Community Safety Partnership
5. Full postal address: Birmingham Community Safety Partnership, 9th Floor, 1 Victoria Square, Hill Street, Birmingham. B1 1BD
6. Email address: daniel.gibbin@birmingham.gov.uk
7. Telephone number: 0121 675 4658

Secondary project contact details

8. Name of secondary contact involved in the project: Chief Superintendent Malcolm Coall
9. Secondary contact email address: m.coall@west-midlands.pnn.police.uk
10. Secondary contact telephone number: 0845 113 5000

Endorsing representative contact details

11. Name of endorsing senior representative from lead organisation: Assistant Chief Constable Suzette Davenport

12. Endorsing representative's email address: stuart.hyde@west-midlands.pnn.police.uk

13. For all entries from England & Wales please state which Government Office or Welsh Assembly Government your organisation is covered by e.g. GO East Midlands: Government Office for the West Midlands

14. Please mark this box with an X to indicate that all organisations involved in the project have been notified of this entry (this is to prevent duplicate entries of the same project):

Section B: Summary of application - *In no more than 400 words use this space to provide a summary of your project under the stated headings (see guidance for more information).*

Scanning: During autumn and winter of 2006, the Birmingham Community Safety Partnership (BCSP) performance toward the Public Service Agreement 1 (PSA1) target stagnated. This target was to reduce a 'collective' of ten separate crime types* by a statistical average of 20% by 31 March 2008 (against the baseline performance year 2003-04. From a high of -19.6% in October 2006 performance was lost to a low of -19.1% in December. The BCSP determined to set up the BTCG to achieve a 'step change' in PSA1 performance and ensure the target would be reached.

*Burglary, theft from motor vehicle, theft of motor vehicle, vehicle interference, criminal damage, common assault, wounding, theft of pedal cycle, robbery, theft from person.

Analysis: Full tactical assessments are produced fortnightly for the group. These review all PSA1 data and make recommendations for action to the group based on victim, location and offender methodology and are national intelligence model compliant. All Operational Command Units (9) and City Council departments are held to account and actions are tasked to a relevant officer. Also, two specific crime groups were constructed to achieve Local Public Service Agreement targets around robbery and public place wounding which report to BTCG.

Response: All tasks are monitored on a tracking sheet, which includes financial allocations by the group where necessary. Over the course of the year BTCG has allocated in excess of £500,000 and brought also additional resource and commitment from a wide range of agencies. Response can vary from high-visibility policing through to changes in council policy on dealing with void properties targeted for burglary and the provision of further securing, asset removal and covert surveillance

Assessment: All performance is monitored fortnightly and where further intervention/resource is required it is allocated. Interventions are monitored for success and key learning points assimilated into further interventions if they have been proved to be a cost effective solution. A number of interventions are cross-border, be it police or council boundaries. A full media strategy under the banner 'United Street of Birmingham' is in place for the group and supported by two communication officers. Specific media campaigns have also been implemented to support PSA1 and seasonal threats e.g. robbery media campaign to tackle post Christmas seasonal peak from January to March.

State number of words: 373

Section C: Description of project - *Describe the project in no more than 4,000 words. Please refer to the full guidance for more information on what the description should cover, in particular section 11.*

Scanning: During autumn and winter of 2006, the Birmingham Community Safety Partnership (BCSP) performance toward the PSA1 target stagnated. This target was to reduce a 'collective' of ten separate crime types by a statistical average of 20% by 31 March 2008 (against the baseline performance year 2003-4. From a high of -19.6% in October 2006 ground was lost to a low of -19.1% in December. The BCSP determined to set up the BTCG to achieve a 'step change' in PSA1 performance and ensure the target would be reached.

Mission and Vision

The agreed terms of reference for the Birmingham Tasking and Coordination Group (BTCG) are:

Action orientated group working to achieve PSA and LPSA targets by March 2008.

The BTCG mission statement is:

To bring about sustainable improvement in the reduction to Birmingham's PSA and LPSA targets.

Tasking & Co-ordinating in Practice

The group set out with a tasking approach to align with the City Council neighbourhood management agenda (now the Single Neighbourhoods Programme) and Neighbourhood Policing. The initial procedural steps were: -

- Structural arrangements.
- Use of intelligence products.
- Tasking and co-ordination, including allocating funds.

Structural arrangements

The BTCG set a challenging fortnightly meeting regime, led by senior Officers from key partnership agencies. The Chair was the OCU Commander of F1, the Vice-Chair was the Director of Community Safety & Environmental Services and a further OCU Commander (E3) represented all Birmingham OCU Commanders.

Other Officers brought within the group were: -

Government Office for the West Midlands

West Midlands Police

- Performance Review department
- Local Partnerships Officers
- Communications / Reassurance

West Midlands Fire Service – Fire Reduction Partnership

Birmingham Community Safety Partnership

- Information & Intelligence unit
- Communications Officer
- Neighbourhood Programme Co-ordinator
- Head of ASB Services
- Programme Manager
- Partnerships Operations Team

Birmingham City Council

- Constituency Director
- Head of Regulatory Services
- Head of Licensing
- Head of Transportation Strategy
- District Housing Manager

Intelligence products

The BCSP adopted an evidence-based approach commissioning the Information and Intelligence unit (an internal team of police and fire analysts) to provide a comprehensive Tactical Assessment (A National Intelligence Model product to review recorded crimes, pinpoint hot spots and make recommendations for action) for each meeting (later changed to a monthly report, with a fortnightly interim performance update). The volume crimes driving PSA1 performance in a negative direction were criminal damage, violent crime (wounding & common assault) and theft from motor vehicles. The Tactical Assessment provided details of performance of PSA1 and each crime type, including trends and details of relevant and emerging 'hot' spots. It includes a long term historical analysis of likely trouble spots to assist planning.

The BTCG is the formal reporting base for the Local Public Service Agreement (LPSA) (local performance stretch target agreed with Government Office and the Local Authority) working groups on public place wounding (ppw) and personal robbery. Thus the Tactical Assessment also included performance information for these crime types.

The Tactical Assessment is circulated widely across the partnership, enabling local and strategic groups to target their own work programmes and ensure a city-wide approach to addressing PSA1.

Together with the Tactical Assessment the Information and Intelligence unit has also produced a series of formal reports on specific topics; such as the use of weapons in robbery offences, common assault, cycle theft, the impact of school half term on PSA1 performance and how funfairs and festive events affect public order.

Analysis:

The BTCG Processes

The agenda is semi-fixed, in that each crime type comes to the meeting, which reviews performance for each crime type; and updates are provided on previously agreed actions. There are no formal 'minutes', instead actions are listed and updates are provided at scheduled meetings. For auditing purposes completed actions are 'banked' and retained.

The BTCG 'Twin track' Approach

While the BTCG was allocated funding, from the outset there was the intention to 'smarten' the delivery of core public sector services in a way which would reduce crime, without necessarily incurring any extra costs. It was foreseen that this would involve an 'unblocking blockages' approach by consulting the Heads of Services to re-align planned works to achieve maximum benefit in reducing crime.

Funding – BCC and Operational Command Unit (OCU) contribution

Initially the group was allocated £254,000 from Birmingham City Council (BCC) sources, namely 'On Street Interventions'. The nine police OCU's each contributed £10,000 from the BCU fund, giving a working total of £344,000. By October 2006 all these funds had been allocated and police sources contributed a further £45,000.

LPSA Targets – Domestic Burglary, Public Place Wounding & Personal Robbery

As well as PSA1, there were three 'stretch' targets for burglary (-24%), robbery (-15%) and public place wounding (-19%) (ppw). If achieved these would attract a Performance Reward Grant of over £2.6 million.

Funding for the LPSA Working Groups

As success in reaching these targets would attract significant funds, they were awarded initial pump-priming grants of £70,000 for ppw and £50,000 for robbery. A further £60,000 was awarded to the ppw group in August 2006; and NRF underspend granted the group a further £75,000;

bringing the total to £205,000. In November 2007 the decision was taken to over-programme by £17,000 to make the festive celebrations as safe as possible.

PSA1 Performance

The BTCG began in December 2006. In January 2007 the PSA1 rate rose to -19.3% but declined during February and March to a low of -18.6%. In April an improving trend started with a rise to -19.2%, the target of -20.1% was reached in July. By November 2007 the reduction had increased to -24.2% and achieved -27.2% by 31 March 2008.

LPSA Performance

Both burglary and robbery achieved their targets and realised the Reward Grant from Government, unfortunately the ppw performance while good did not achieve the target.

BTCG Influence 'Smartening' Public Sector Services - Examples

An explicit BTCG aim was to influence the delivery of core services in a way which would reduce crime, without necessarily incurring any extra costs. Part of this agenda was 'blockage removal' where the attention of senior managers could accelerate timely changes to enhance crime reduction. Some examples are presented below to demonstrate the BTCG's impact.

Intervention 1, Reducing the Vulnerability of Students – Concerns were raised about a large new student residential unit due to open in September 2007. A major issue was the vulnerability of students (particularly those new to Birmingham) to robbery and violence when walking to the night time outlets in the city centre. On behalf of the BTCG a number of interventions were carried out to meet this threat. The routes which students would use were 'walked' and a number of options were identified to enhance personal safety. These included business premises (such as garages) being nominated as places of safety; the removal of foliage and shrubbery at key locations both to enhance natural surveillance and deprive would-be robbers of opportunities to offend. CCTV along the routes was reviewed and temporary cameras were installed in vulnerable locations. Another step was to revise police patrol strategies and engage site security (e.g. in major hotels) in the broad aims of the project. Liaison with managers of the student residential unit was also developed and nearby residents were given free access to the health centre facilities. Since the unit opened the anticipated increases in incidences of robbery, traffic accident casualties and incidences of violence have not materialised.

Intervention 2, Illegal Street Racing – A sizeable area, including arterial routes, of the eastern part of the city were affected by large gatherings of irresponsible drivers in souped-up cars. Highly organised street races were taking place and some events attracted over 400 vehicles. The races drew large crowds which disrupted the free movement of local residents and traffic. They presented a serious challenge to the authorities and increased the sense of lawlessness with inevitable impact on fear of crime. The free movement of local residents was severely disrupted during these events. Local business found their car parks utilised as gathering spots, preventing access by customers and reduced turnover. The races themselves were very dangerous with numerous serious accidents. Traditional policing only worked in the short-term and the problem quickly re-emerged after any enforcement activity.

The BTCG formed a working party with key players (Police, Fire service and City Council), including the Highways Agency and non-West Midlands police forces. A series of measures were invoked: -

- On the weekend of 1-2 December 2007 the largest Section 30 Dispersal Order in England and Wales was imposed, covering an area in excess of four miles. This brought an immediate stop to the problem.
- The order was enforced by deploying 46 police Officers which resulted in 204 vehicles being stopped and the serving of 354 notices to various individuals.
- After high level negotiations in Birmingham City council involving departmental heads

and the Cabinet member, the Highways department conducted unscheduled works introducing several traffic calming measures which undermined the suitability of the location for street racing. This included the installation and re-deployment of speed cameras.

- For the longer term the working party is in consultation with the Department of Transport to continue developing innovative approaches to this problem. One example is the use civil orders against the organisers of events to ban them from this activity and prevent displacement.

The area no longer suffers from such intensive activity, as demonstrated by the OCU local satisfaction survey which saw 'satisfaction with the police' rise from 27% to over 70% after the project completed.

Intervention 3, Licensing – two applications of 'changes to licence' connected with two venues operated by the same company were raised at the BTCG as they were from premises closely associated with public place wounding hot spots. There were concerns that increased hours would lead to more violence. Using networks readily available to the BTCG, evidence was provided for the consideration by the Licensing Committees. As a result one premise in Erdington High Street withdrew its application when it learned of the objection. Also the other application had stringent conditions placed upon them as a result of the evidence submitted.

Intervention 4, Parks – It was identified that during the summer months and school holidays the City's parks featured as a top location for a number of offences and antisocial behaviour, including serious crimes such as robbery, drug dealing and sexual offences. Through the BTCG approaches were made to senior Parks Department management resulting in a number of local activities. During the summer of 2007 there were significant decreases in crimes (20%) associated with parks which will have contributed to achieving the PSA1 target.

Intervention 5, Housing – It was reported to the BTCG that through increased metal theft there was an increasing trend of domestic burglary, particularly in void premises and tower blocks on the Housing demolition programme. As a result Housing has now changed its clearance policy. Now there are weekly meetings with clearance teams, local housing team and the local police to allow timely information and intelligence to be shared and acted upon. The policy is now that metal is removed within 24 hours of the property becoming empty; and in particularly vulnerable locations covert memocams are installed to identify burglars.

Response:

In the financial year 2006-7 the BTCG funded 16 interventions, which varied in terms of focus and implementation. Some were traditional policing directly to impact on crime hot spots, whilst others used a less enforcement based approach and attempted to reduce crime in other ways.

Enforcement

Based upon evidence provided by the Tactical Assessment, the BTCG used funding to commission or support bids for high visibility policing which targeted hotspots at key times, such as violent crime and robberies in and around the city centre. The impact of these interventions was high, although there were concerns about the sustainability of this approach.

Other enforcement interventions were partnership-driven. Interventions together with Licensing Department, West Midlands Travel, Environmental Wardens, Taxi Marshalls, SIA registered Door Supervisors were all undertaken and led to significant reductions. Other enforcement projects involved OCUs combining their resources to tackle shared problems.

Non-Enforcement Interventions

The group commissioned two media campaigns which ran from December to late January which covered aspects of personal robbery, burglary and theft from motor vehicle. A variety of mediums was used (radios, posters, leaflets etc) to promote messages of awareness to both children and parents whilst also providing reassurance. It is difficult to evaluate such measures, however

seasonal increases in particular crime types did not occur. It is felt that the combination of enforcement and media campaigns achieved the overall reduction.

Another initiative was to provide secondary school pupils with the opportunity to mark personal property to prevent its theft. Unfortunately the take-up was limited as not all schools got involved and it was felt that this project had limited success.

Criminal Damage, Operation Tallem – Criminal damage is the single biggest crime type contributor to PSA1 (26.7%), inroads into criminal damage would clearly have a major impact on achieving the target.

This operation addressed the false reporting of criminal damage particularly in social housing. It was felt that many criminal damage offences were false reports made by tenants to qualify for free repairs to damage caused by themselves, which they should otherwise have to pay for. The project set up processes to validate these reports and establish the legitimacy of the report, usually by paying a visit to the premises. The opportunity was also taken to point out the legal sanctions for making false reports to the police and for re-enforcing tenancy conditions.

After an initial pilot in Hodge Hill (Together Action Area) and a review of similar projects by the Lead Officer (BCSP Neighbourhood Programme Co-ordinator), a series of projects challenging criminal damage reports were set up tailored to local circumstances, such as police attendance at all reports. As a result a number of complaints were withdrawn, purchase of household insurance increased and the number of offences of criminal damage decreased. This practice has also evolved to cover criminal damage to motor vehicles which can often also be falsely reported to claim collision damage from insurers.

The 2003-4 baseline total for criminal damage was 23,423 offences, Operation Tallem has contributed directly to achieving the 20% reduction target and achieved a reduction of -23.7% against the baseline. This particular project has continued throughout the BTCG period.

In the financial year 2007-8 the BTCG commissioned 62 interventions, which had a wider geographical spread and were more varied. This is due to a greater awareness and engagement by partners. Two interventions summarise this variety.

Goths and Emos. Around Easter 2007 groups of youths (Goths and Emos) were gathering in a high visibility central location (St Phillips Cathedral) and the BTCG was made aware of concerns about associated ASB and criminal damage. A further issue was the potential for violence amongst groups and the first impressions of Birmingham to new visitors and tourists. It was felt more could be done to divert the youths. The group allocated £9,000 to relieve these pressures by commissioning a group to engage with these youths and summarise diversion means that they would buy into.

The use of outreach workers alongside the police teams was effective in accessing the young people. The information gathered was to assist in the formulation of a long term strategy to deal with the situation (provisions of a day-time 'nightclub', which has now been actioned.

Operation Strategic. The E2 OCU was the fourth largest contributor to PSA1 crime in Birmingham. This project was a focus upon four neighbourhoods which had high PSA1 crime, particularly criminal damage, delivering a concentrated partnership approach in each neighbourhood. The partners engaged were Environmental services, Highways dept, Housing, Trading Standards and Safer Travel. The interventions were as follows: -

- Local schools removed litter and graffiti.
- Environmental wardens identified areas of particular concern.
- Joint partnership patrols concentrated on key estates ASB hotspots, schools and bus stops.
- Joint visits were made to individuals or families responsible for ASB to initiate or review compliance with existing orders.
- Visits were made to frequent victims of criminal damage. The visits reduced fraudulent claims and clarified genuine cases.

- 'Harm & crime reduction' messages were promoted to local residents and through school assemblies.
- Untaxed and abandoned vehicles were removed.
- Premises found to be supplying alcohol to underage persons were prosecuted.
- The Safer Travel team reduced damage to buses. PCSOs traveled on buses and were present at bus stops between 14:30-16:00hrs.

The evaluation found that PSA1 crime dropped by 18% during the week of the operation. Most of this work took place within core hours and therefore minimal extra expenditure was incurred (£1,500). Although this project was predominantly enforcement based, it demonstrated what a high level of joined-up partnership work can achieve, particularly when involving the local communities.

Assessment:

Successes

The BTCCG began in December 2006 and by the end of March 2008 PSA1 crime reduction had increased to -27.2%. As has been noted above, the BTCCG has been instrumental in driving forward delivery-focused partnership working in meaningful ways other than those with an immediate crime reduction focus. (For example reducing student vulnerability and stopping street-racing).

Below is the current performance chart for PSA1 (Jan 2008) and also PSA1 performance control chart for the City of Birmingham demonstrating the success of BTCCG.

The Birmingham Tasking & Co-ordination Group has delivered 'cutting edge' success in reducing crime, forging partnerships and achieving crime reduction in a fast-moving and vibrant way.

The BTCCG demonstrates the spirit of ABC, Absolute Belief and Commitment which runs through all it does. The BTCCG stands for and demonstrates:

Belief (energy and commitment at meetings)

Tasking (task-orientated group which keeps up the momentum)

Communication (excellence in partnership working)

Grip (gripped the issue and got results)

Community Safety Partnership Target Performance Summary for Birmingham (Mar 2008)								
Indicator	Baseline (B/L)	Target	Target %	Last 12 months (Apr07- Mar08)	% Var to B/L	% +/- vs 06/07 YTD	6 Month Trend Direction	Control (Mar)
Overall Crime Reduction: (PSA 1) (B/L 2003/04)	87,572	70,054	-20%	63,744	-27.2%	-12.3%	UP	CONTROL
Domestic Burglary (B/L 2003/04)	12,170	9,493	-22%	7,703	-36.7%	-3.1%	DOWN	CONTROL
Theft from Motor Vehicle (B/L 2003/04)	13,949	10,880	-22%	9,966	-28.6%	-10.4%	DOWN	CONTROL
Theft of Motor Vehicle (B/L 2003/04)	9,811	7,653	-22%	4,832	-50.7%	-8.0%	UP	CONTROL
Vehicle Interference (B/L 2003/04)	2,223	1,734	-22%	1,036	-53.4%	-3.4%	UP	CONTROL
Criminal Damage (B/L 2003/04)	23,423	18,738	-20%	17,878	-23.7%	-19.6%	UP	CONTROL
Common Assault (B/L 2003/04)	1,622	1,298	-20%	2,001	+23.4%	+19.5%	DOWN	CONTROL
Wounding (B/L 2003/04)	14,924	12,238	-18%	14,205	-4.8%	-12.0%	UP	CONTROL
Theft/taking of Pedal Cycle (B/L 2003/04)	1,165	932	-20%	1,150	-1.3%	+3.8%	DOWN	CONTROL
Theft from Person (B/L 2003/04)	2,594	2,023	-22%	1,392	-46.3%	-2.9%	UP	CONTROL
Personal Robbery (B/L 2003/04)	5,691	5,065	-11%	3,581	-37.1%	-23.5%	UP	CONTROL
Wounding in Public Places LPSA (B/L 2003/04)	7,760	6,312	-19%	7,223	-6.9%	-14.4%	DOWN	CONTROL
All Recorded Crime (B/L 2003/04)	140,225	122,707	-12%	103,590	-26.1%	-11.4%	UP	CONTROL

- PSA1 final reduction for year 07/08 achieved **-27.2%** compared to the 03/04 baseline. In real terms this is a reduction of **23,828** offences.
Reduction of 65 PSA1 crimes per day
- Total Recorded Crime in Birmingham reduced by -26.1% (36,635 offences less) **= 100 fewer crimes a day**

State number of words used: 3008

Section D: Endorsement by Senior Representative - *Please insert letter from endorsing representative, this will not count towards your word or 1MB size limit restrictions.*

Checklist for Applicants:

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

Once you are satisfied that you have completed your application form in full please email it to Tilleyawards08@homeoffice.gsi.gov.uk. One hard copy must also be posted to Alex Blackwell at Home Office, Effective Practice & Communication Team, 4th Floor, Fry Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF and be received by 25th April 2008.