

**Tilley Award 2002 Submission**

**'Vehicle Crime - A Smart Approach'**

**A Crime Reduction Initiative**

**West Midlands Police**

**M3 Operational Command Unit**

**Radford Sector**

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will be outlined and its contribution as part of an overall strategy towards sustainable crime reduction will be highlighted.

## **2. Project Objectives**

- 2.1 The project aimed to address the immediacy of a vehicle crime problem linked to specific criminal targets. Once these had been removed from the area, the focus then shifted to a preventative programme aimed at target hardening and prevention, in an effort to achieve a sustainable reduction in this crime category.
- 2.2 The projects success criteria was set as follows:
  - The identification of prolific offenders using force systems such as FLINTS and the analytical functions of the Community Safety Bureau linked to the National Intelligence Model.
  - The identification of criminal networks which supported the prolific offenders by handling stolen goods.
  - The utilisation of a proven partnership approach, tailored to local needs to deliver a crime prevention message and promote awareness of vehicle criminality.
  - The use of community consultation through regular police surgeries to collate and monitor community opinion.
- 2.3 The process of problem identification was firmly linked to the weekly Tasking and Co-ordination process. These meetings involved the local sectors, representatives from the CID and Community Safety Bureau, along with staff from the Operations Centre and Scenes of Crime department. The weekly tactical assessment is prepared in line with the National Intelligence Model. This highlights recorded crime, hotspots and crime trends.
- 2.4 Community concerns raised during police surgeries and from the Local Consultative Committee meetings highlighted and endorsed the need to address the problem of vehicle crime in the area.
- 2.5 This problem was prioritised over other sector commitments for the following reasons:
  - The levels of recorded crime required a response.
  - The prolific offenders were known.
  - Community feedback supported the project.
  - The initiative was structured so as to achieve a sustainable result rather than a 'quick fix' solution.

- A proven crime prevention approach through partnership working was available to the sector.

2.6 Individuals involved in the process of problem identification included:

- The beat manager - Sergeant Jayne Parsons
- The sector inspector - Inspector Scott McKenna
- The M3 Community Safety Bureau
- Local residents who visited the various consultative forums
- Crimestoppers - West Midlands

### 3. Problem Definition

3.1 Analysis of the problem involved the assessment of local intelligence gathered by sector officers and intelligence held by the Community Safety Bureau. Information technology systems within West Midlands Police, such as FLINTS assisted in the identification of target offenders.

3.2 General community concerns, which did not amount to specific intelligence, were taken into account

3.3 Reported crime was a key element in the defining process and a summary of crime leading up to the project was as follows:

Month	May 01	June 01	July 01	Aug 01	Sept 01
<b>Vehicle Crime totals</b>	S1	y	~		
<b>Notes</b>		<b>Op Freemoor</b>	<b>Op Freemoor</b>	<b>Op , Freemoor</b>	

3.4 The analysis revealed that there was a specific vehicle crime problem centred in this locality, but this also extended beyond the geographical boundaries of beat 43. This reinforced the view that dealing with the problems impacting upon this beat would also have a positive effect on neighbouring beats and sectors. This was also demonstrated by the extension of the SMART campaign from a sector to OCU wide initiative.

3.5 It was acknowledged that the area was almost exclusively residential in nature, with a high level of housing stock controlled by Registered Social Landlords. Areas of vulnerability and social deprivation were evident

- 3.6 The analysis took the form of a collaborative process involving:
- Police
  - Support Staff (Analysts)
    - Area Co-ordination (Crime and Community Safety Officers)
  - Local residents
  - Crimestoppers
- 3.7 It was acknowledged that the project would be based upon a level of knowledge known at a particular point in time. It was also accepted that the nature of crime and criminality is dynamic. To minimise any gaps in knowledge, there was a need to ensure that intelligence gathering and analysis were constantly reviewed and updated. The project needed to be flexible so it could adapt to change should the need arise.

#### **4. Response and Implementation**

- 4.1 The response and implementation of the project was driven by two key themes. Initially the pro-active phase of the project through Operation Freemoor was linked directly to the 2001/02 Sector Plan and Crime Reduction Strategy (see Appendices 1 and 2). These were aligned to the Local Policing Plan and set the strategy document set out tactical options to deal with vehicle crime.
- 4.2 The second theme was one of crime prevention and awareness. This was driven with the collaborative efforts of the local beat manager and the Crimestoppers West Midlands regional co-ordinator.
- 4.3 The analysis and monitoring process contributed to a dynamic and systematic approach to the problem. This allowed the pro-active phase to be effective and laid the foundation for the preventative phase to follow.
- 4.4 Ownership of the project was held firmly by the beat manager as the individual with local knowledge and accountability. The collaborative efforts between the police and Crimestoppers were outstanding and received national recognition.
- 4.5 In terms of project management the planning and implementation of the project can be summarised as follows:

- The need to provide high visibility policing to reassure local communities whilst at the same time not undermining the intelligence gathering process.
- The provision on an effective arrest phase to remove target offenders and handlers.
- The preventative SMART campaign required planning before the pro-active phase was completed.
- The needs of the primary partner agency, namely Crimestoppers were seen as significant.
- A specific objective was required for the SMART campaign. This was:

*To prevent and reduce vehicle crime by promoting awareness of Crimestoppers and SMART (Stop Motorcrime and Ring Today), within M3 CCU, and Radford sector. This is to be achieved in partnership with Crimestoppers, Vawchall Motors, West Midlands Police, the local business community and the media'.*

- The launch event was crucial. It emerged as a high profile occasion attended by the Deputy Chief Constable, the media and partners at Coventry City Football Club. This needed careful planning to ensure success.
- The SMART campaign required engagement with local the local business community and media and was labour intensive to distribute marketing material.

4.5 In specific terms, the SMART campaign involved a wide range of tactics to prevent vehicle crime and promote awareness of the role of Crime stoppers. These included:

- SMART LEAFLET DROP - Over 23,000 leaflets were distributed to every household on the OCU with the assistance of the Coventry Citizen newspaper.

SMART POSTERS/CARDS/LEAFLETS - 500 posters / 10,000 leaflets / 500 stickers / 10,000 cards were distributed to local Post Offices, petrol stations, taxi licensing *offices aid to* local shops and businesses for display.

PETROL STATION FORECOURT / KIOSK ADVERTISING -. Key petrol stations were identified and large posters displayed on the forecourts. Kiosk staff participated in a leaflet distribution initiative.

- DEPLOYMENT OF A DECOY PATROL VEHICLE - A fully liveried decoy patrol vehicle was deployed to petrol stations with a high level of bilking offences to deter and disrupt criminal activity.
- ISSUE OF TAX DISC HOLDERS WITH SMART MESSAGE - Local Post Offices participated by issuing over 1200 tax disc holders,

which displayed a crime prevention message to all those renewing road fund licenses during October.

- HIGH VISIBILITY POLICING - Following on from the patrol activity linked to Operation Freemoor, local officers were utilised in a targeted manner to deter and disrupt criminal activity.
- MARKETING STRATEGY - An effective marketing strategy was developed to maximise the use of the media in support of the project. Effective links were established with the Coventry Evening Telegraph, The Citizen newspaper, Mercia FM radio and the force Press and Public Relations department.

4.6 In terms of cost there were two distinct aspects to funding and budgetary management of the project

#### OPERATION FREEMOOR:

This pro-active element of the project required a level of overtime expenditure to allow for additional policing activity. This was achieved through a successful bid to the OCU Operations manager for a contingency overtime allocation of 150 hours. This was subsequently managed by the sector to enable various tactics to be employed in meeting the overall aims of the project

#### SMART CAMPAIGN:

This campaign was a national initiative sponsored by Vauxhall Motors and Crimestoppers. Each region was awarded £1800 to facilitate crime prevention and reduction activity. The bid from Radford sector was successful in gaining all of the regional allocation. '

## 5. Success

- 5.1 The 'Smart Approach' was considered a success in specific and holistic terms. Operation Freemoor delivered operational results by the arrest of a number of prolific and target offenders involved in vehicle crime and the handling of stolen goods. Their subsequent remand in custody and sentencing markedly reduced the incidents of vehicle crime on the beat and neighbouring areas.
- 5.2 The SMART campaign was a high profile initiative receiving media coverage. Community feedback reflected that it was successful in delivering the crime prevention message it set out to send to local people. Crimestoppers indicated that calls offering information from the Coventry area increased by 14% during the campaign. The initiative went on to win the national Crimestoppers award for a local crime prevention initiative at the Crimestoppers Conference in November 2001.
- 5.3 It is inevitable that levels of recorded crime will be used as a quantitative medium to demonstrate success or failure. The combined

24% trigger the Performance year 2001/02, well in excess of the 7% target set by the Local Policing Plan.

- 5.4 In overall terms it could be argued that all of the original criteria for success were met in relation to this project.
- 5.5 The lessons learnt from the project and the review process that followed its completion can be summarised as follows:
- The pro-active or tactical element of the project needed to be intelligence led to maximise the benefits of IT systems and expertise of the Community Safety Bureau.
  - Project management and planning needed to be effective if the two differing strands of the project were to remain aligned and focussed.
  - The provision of high visibility policing and community consultation throughout the project was essential to provide public reassurance and a response to community feedback.
  - The SMART campaign was complex and labour intensive and as such needed to be tightly managed and controlled.
  - The project was ultimately a 'good idea'. Providing a positive enforcement response linked to crime prevention emerged as an effective tool in securing co-operation from partners and commerce.
  - The project concept is now considered best practice and sector Operations upon conception now consider how to follow up operational intervention with target hardening or prevention so as to secure sustainable crime reduction.

## **6. Conclusion**

- 6.1 This submission has aimed to provide a summary of the Radford sector vehicle crime project 'Vehicle Crime-A Smart Approach'. It could be argued that it demonstrates a variety of elements, which reflect the modernisation climate of partnership and problem solving, and the need for positive police action in the targeting and arrest of prolific offenders.
- 6.2 This two-tier approach was specifically employed with the aim of achieving significant and sustainable crime reduction. The sector end of year performance in relation to vehicle crime was one of the best in the Force and this project was a significant contributor to that success.

This project is submitted for your consideration.

**Inspector Scott McKenna BA (Hons)**

## **APPENDIX I**



IJ POLW 3 OR

**M3 OCU**

### **SECTOR PLAIO 2001/02**

#### **1. INTRODUCTION**

- 1.1 Given the changes to the OCU structure that has taken place in October 2000 and now May 2001, it is appropriate to outline the direction, focus and intentions of the sector for the coming year. As the sector Inspector I shall endeavour to provide the framework within which out stated objectives would be achieved. It is, as always, dependant upon you as the sector sergeants to manage your teams and perform your roles effectively, so as to ensure that Radford sector moves forward and develops during 2001 and into 2002. Within this framework, the only limiting factor is the imagination and motivation of beat managers and microbeat officers in realising sector policing. Creativity in problem solving and the use of varied tactical options within the crime reduction strategies is essential in developing best practice across all the teams and the OCU.

#### **2. CRIME REDUCTION**

- 2.1 Significant success has been achieved since October in crime reduction across the sector. This is particularly evident in domestic burglary. We are beginning to impact upon vehicle crime and are seeing improvements over last year's performance. Further work is needed and this will be a priority area for the coming year. Sector crime reduction priorities will continue to be aligned to force targets. A crime reduction strategy for the sector in relation to domestic burglary and vehicle crime is contained within this set of documents.

#### **3. TASKING**

- 3.1 The Tasking and Co-ordination process is now more effective on the OCU. This trend looks set to continue over the coming year, with an increased emphasis upon analysis, FLINTS and trend data. Greater participation will be sought from the sector teams. This will be evident in the identification of local problems, team targets, current or planned operations and initiatives.

#### **4. MICROBEATS**

- 4.1 The new teams and new micro beats will need time to be consolidated. A beat profile should be each teams ultimate aim. In the short term it will be our responsibility to promote the microbeat concept and ensure staff understand what is required of them. This is simply a level of local knowledge and contact within their microbeat and the capability to engage in low-level problem solving.

#### **5. SECTOR 2IC**

- 5.1 The role as the sector 2ic will be developed over the coming months. The terms of reference for this role include:
- Deputising for the Sector Inspector
  - Responsible for public order and training commitments for the sector
  - Responsible for the sector vehicle fleet
  - Responsible for sector sickness monitoring for officers long term sick
  - Responsible for rehab plans for restricted staff.
  - Responsible for sector health and safety issues

Specific issues will be considered from time to time including quality matters as well as planning and co-ordination matters.

## **6. TUTOR UNIT**

- 6.1 The tutor unit has a great deal of potential in my view. The aim this year will be to develop a generic ten-week training structure, which meets all the training and development needs of the recruits. The unit will be linked to the tasking process and will be deployed to deliver street patrols in areas where high visibility policing is a desired tactic to achieve our crime reduction aims.
- 6.2 The tutor unit may be engaged in problem solving work where 'quick fix' deployment of the unit would not only benefit the sector/OCU but also give new recruits a taste of problem orientated policing before they are deployed on to the teams.

## **7. ACCOMODATION**

- 7.1 The coming year will see the locker room built at the side of the sector base. This will free up two offices and it is intended to utilise one of these as a resource / intelligence centre for the sector. All our IT will be consolidated into one location and improved facilities for briefing and up to date intelligence will be made available.
- 7.2 Once the locker room is built, we will secure approval for the redecoration of the base, which is desperately needed. Efforts are in hand to secure improved facilities for paperwork storage, which will allow better utilisation of space within the base.

## **8. TEAM REVIEWS**

- 8.1 The team review system will continue and will be linked to quantitative targets such as prisoners, detection's, 391's, stop checks and also qualitative measures, which recognise the other good work, completed by staff. The sector performance against force targets will be shown as will current operations and initiatives being carried out by the team. The reviews will be a key tool in the PDR process for both teams and supervisors.

## **9. RESPONSE POLICING**

- 9.1 Our commitments towards response policing will be closely monitored over the next 12 months. It is acknowledged that this issue is not an easy one to reconcile for some members of staff. It is a cultural issue and managing this change in emphasis is a key task for beat managers. The sector response template has been set and this should be seen as the starting point under the new structure. This is alley responsibility we have in terms of providing half of the 24-hour response policing commitment for M3. Sector problems and znicrobeat work has an equal if not more important place and it is in this area where we will make a real difference.

## **10. CONCLUSION**

We have hard working staff that are working effectively under your supervision. The new changes provide an opportunity for us to take the sector forward and **develop** still further. I am optimistic **that** we will **continue** to be successful **and improve** our performance over last year. A push in the next few weeks to secure early operations and initiatives to consolidate the new teams is essential and should be seen as a priority.

Please circulate this Sector Plan to all staff members.

**Scott McKenna**  
**Sector Inspector**

## APPENDIX 2

### M3 OPERATIONAL COMMAND UNIT

#### RADFORD SECTOR

#### CRIME REDUCTION STRATEGY DOCUMENT

#### VEHICLE CRIME

### 1. INTRODUCTION

- 1.1 The following document will outline the crime reduction strategies to be adopted by Radford Sector during the period 2001/02. These will aim to impact upon the crime reduction targets set at a force and OCU level for the key performance indicators of vehicle crime and burglary dwelling house. The strategies for each will identify the aim of the sector and outline in specific terms what action(s) are to be undertaken. The tactical options available to the sector to address the issues will be identified.

### 2. VEHICLE CRIME

- 2.1 Vehicle crime remains the most significant volume crime issue for the sector during the coming year. Beats 41/42/43 has all experienced problems and a number of prolific offenders are active in these areas. The issue is complicated further by the cross border activity of offenders from the Warwickshire police area.

### 2.2 AIMS

*TO REDUCE VEHICLE CRIME ON RADFORD SECTOR BY VEHICLE WITH THE FORCE REDUCTION TARGET*

### 2.3 STRATEGY

- 2.4 Radford sector will utilise the Tasking and Co-ordination process to identify sector hotspots of vehicle crime activity. Trend data and cross border intelligence will be sought from this process to assist in the deployment of sector resources. The weekly meetings will be the focus to bring together sector intelligence and activity and the participation of the CSB elements including neighbourhood watch / crime prevention and the intelligence cell.
- 2.5 The CSB will provide a key link in the intelligence process and the FLINTS2 system will be utilised to assist in the decision making process concerning the use of tactical options.
- 2.6 Microbeat policing will be the primary means of generating community-based intelligence, which will steer resource deployment and operational planning.
- 2.7 Wherever possible networks of criminality should be identified to identify thieves to handlers to receivers with a view to securing long-term crime reduction success.

### 2.8 TACTICAL OPTIONS TO BE UTILISED

- 2.9 The following tactical options will be considered by the sector to address vehicle crime during the coming year. This list is not exhaustive and may well develop over time. The Home Office Crime Reduction Toolkit will be utilised where appropriate:
- Microbeat Officers to engage local communities. in crime reduction / crime awareness and intelligence gathering
  - High visibility policing to be used when necessary to disrupt criminal activity and to provide public reassurance
  - Intelligence led police operations to be conducted to target key offenders
  - Covert policing methods to be considered to gather evidence and intelligence

- Decoy vehicles to be used in appropriate circumstances
- Crime prevention activity to be undertaken by microbeat policing / CSB personnel
- Funding for crime awareness and prevention sought via Area Co-ordination and partnership working.
- Neighbourhood watch to **be promoted an utilised**

**SCOTT DMC|KENNA**  
**INSPECTOR**  
**RADFORD SECTOR**