

EXCELLENCE IN POLICING

19th September 2011

Identifying & Resourcing Operational Priorities in Real Time : a case study

Chief Superintendent Roberts
Inspector Jones

GREATER MANCHESTER POLICE

TRAFFORD in CONTEXT

GREATER MANCHESTER POLICE

Greater Manchester
Population: 2.6 million
Area: 496 m²
Ethnicity: 88.9% White, 6.5% S. Asian, 1.7% Black, 2.9% Other
GMP – IMD (Index Multiple Deprivation) average 28.78

Trafford
Population: 212,800
Area: 41 m²
Ethnicity: 89.7% White, 5.1% S. Asian, 2.3% Black, 2.9% Other
Trafford – IMD 17.33 Placing 178

GREATER MANCHESTER POLICE

MUFC
SEATING CAPACITY OVER 76,000
- ANNUALLY OVER 2,300,000 PEOPLE

**TRAFFORD DIVISION
ICONIC SITES**

TRAFFORD PARK –
IN 2008 OVER 1,400 COMPANIES
EMPLOYING OVER 35,000 PEOPLE

TRAFFORD CENTRE –
IN 2010 OVER 30 MILLION VISITS
WERE MADE. IN APPROXIMATELY 13
MILLION VEHICLES

LCCC –
SEATING CAPACITY BETWEEN
15 -25,000

GREATER MANCHESTER POLICE

TRAFFORD DIVISION ALL CRIME PERFORMANCE

In the 3mth period May 10 – Jul 10

- Within the MSG family:
 - Volume - Trafford average of 17.363 crimes per 1000 households.
 - Volume - MSG average 21.363
 - Detections - Trafford average of 28.84%
 - Detections - MSG average 27.88%

In the 3mth period May 11 – Jul 11

- Within the MSG family:
 - Volume - Trafford average of 14.834 crimes per 1000 households.
 - Volume - MSG average 20.642
 - Detections - Trafford average of 32.08%
 - Detections - MSG average 28.76%

data from IQuris 08/08/11

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The POLICING MODEL & The HUB

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"The Policing Model is the change we are making to the way we deliver local policing

- with dedicated response officers
- and larger neighbourhood teams made up of dedicated beat officers and neighbourhood investigators.


.....It is crucial that we aim to solve problems rather than just react and that we are driven by the priorities of local people and strengthen local accountability."

Chief Constable Peter Fahy

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"MISSING THE ROCKS BUT STAYING ON COURSE"

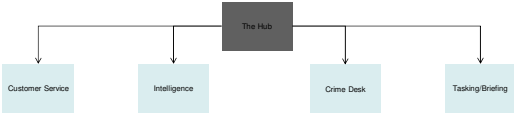
- VISIBILITY ON EMERGING ISSUES
- MEANS TO DIRECT & MONITOR COMPLIANCE
- DAILY ENGINE CHECK
- BACKUP OF MORE IN DEPTH PERFORMANCE MONITORING
- SITS WITHIN FRAMEWORK OF STRATEGIC AND TACTICAL PROCESSES


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The Hub :-
A central point on the division, dealing with today's business today

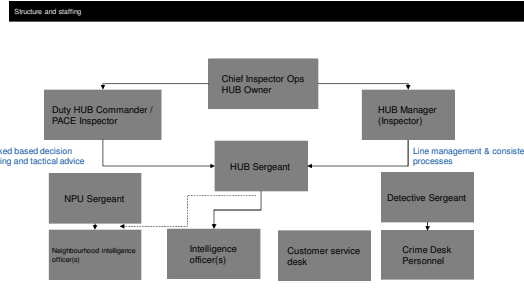
Where Harm Opportunities and Threats will be assessed immediately and the most appropriate resources tasked and co-ordinated as soon as possible through regular meetings (pacesetter meetings) .


The first of these meetings each day will amalgamate the current daily management meeting, attended by the SLT, and the pacesetter from the Hub.



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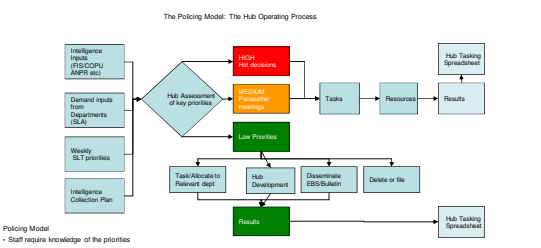
Structure and staffing



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Intelligence, tasking and briefing:

The Policing Model: The Hub Operating Process



Policing Model

- Staff require knowledge of the priorities
- Training will assist staff in assessing and prioritising the intelligence and information 'inputs' into the Hub
- Pacesetter meetings with allocate tasks to the most appropriate department including specialist departments
- Hot decisions requiring immediate action can be escalated to the Hub Commander
- The tasking spreadsheet will assist in the effective management of intelligence
- Hub staff will provide intelligence cover 7 days a week 7am-11pm
- Intelligence will be linked to real time activity

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The HUB - Pacesetter Meetings

Overarching SLT priorities serve to direct divisional activity. These are reviewed on a weekly basis and reflected in changes to the HUB hoardboard.

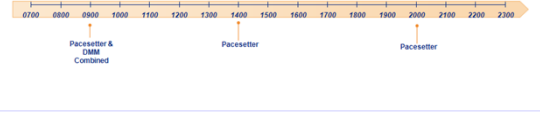
Pacesetter meetings are conducted 3 times per day to ensure divisional activities are aligned to priorities and tasks are regularly reviewed and re-prioritised where necessary

The First Pacesetter meeting incorporates the previous DMM


Key benefits for consolidating these meetings are:

- Ensuring daily activities are fully aligned with the SLT priorities set from the start of the day
- Avoids duplication of work and wasted time in tasking whilst priorities are being set
- Increased SLT visibility and support into the HUB

Current daily meeting structure



The first and subsequent Pacesetter meetings have differing attendees and slight variations in their agenda items

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PACESETTER AGENDA

Divisional Priorities – SLT Chair

Previous Actions – HUB

Response - Inspector
Focus for the day
Risks / Threats
Bids for support / Offer to support

Serious Crime - CID
Focus for the day
Risks / Threats
Bids for support / Offer to support

PPIU
Focus for the day
Risks / Threats
Bids for support / Offer to support

SAC – DI VCT
Focus for the day
Risks / Threats
Bids for support / Offer to support

NPU – Inspector
Focus for the day
Risks / Threats
Bids for support / Offer to support

PPU – Inspector
Focus for the day
Risks / Threats
Bids for support / Offer to support

Dynamic Intel – HUB
Risks / Threats
Bids for support / Offer to support

CSI - SCSi
Risks / Threats
Bids for support / Offer to support

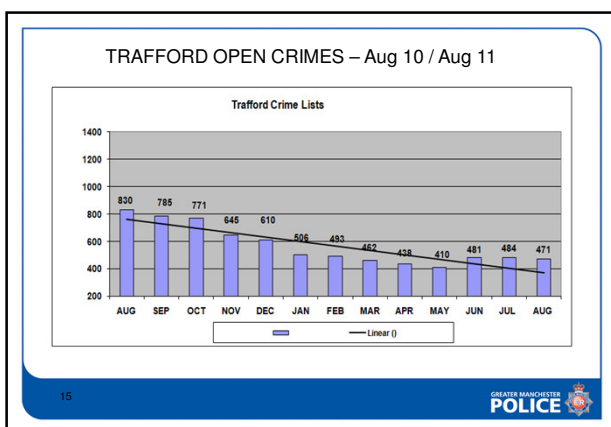
Tasking of priority arrest – HUB

Any other business

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<p>SLT: SAC, Vehicle Crime, BOTD (sheds / garages) Bicycle Theft</p> <p>M1: Burglary B2, A2 ASB B1, C2 Cycle Crime B1</p> <p>M2: Burg OTD T.Pk D1 H vs Retail Park E1 Cycle Crime K2</p> <p>M3: Burglary K2 ASB P2 Veh Crime K2, K1</p> <p>M4: Burglary S1 ASB</p>	<table border="1"> <thead> <tr> <th></th> <th>Last Evening</th> <th>Morning</th> </tr> </thead> <tbody> <tr><td>FIS</td><td>14</td><td>11</td></tr> <tr><td>IS O</td><td>28</td><td>33</td></tr> <tr><td>SLC</td><td>28</td><td>33</td></tr> <tr><td>CSO Callbacks</td><td>0</td><td>75</td></tr> <tr><td>ANPFI</td><td>0</td><td>0</td></tr> <tr><td>Forensic Hits</td><td>0</td><td>0</td></tr> <tr><td>Shop Checks</td><td>10</td><td>6</td></tr> <tr><td>Ball Returns</td><td>0</td><td>0</td></tr> <tr><td>Ball Failures</td><td>0</td><td>0</td></tr> <tr><td>MEH</td><td>5</td><td>6</td></tr> <tr><td>Sub Circs</td><td>1</td><td>0</td></tr> <tr><td>COPLU</td><td>0</td><td>0</td></tr> <tr><td>Prisoners</td><td>0</td><td>0</td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> <th>Sun</th> </tr> </thead> <tbody> <tr><td>Wanted</td><td>29</td><td>30</td><td>30</td><td>30</td><td>30</td><td>30</td><td>31</td></tr> <tr><td>Named Suspects</td><td>53</td><td>50</td><td>51</td><td>64</td><td>54</td><td>54</td><td>50</td></tr> <tr><td>Count Warrants</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Prison Release</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Current Roady</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>		Last Evening	Morning	FIS	14	11	IS O	28	33	SLC	28	33	CSO Callbacks	0	75	ANPFI	0	0	Forensic Hits	0	0	Shop Checks	10	6	Ball Returns	0	0	Ball Failures	0	0	MEH	5	6	Sub Circs	1	0	COPLU	0	0	Prisoners	0	0		Mon	Tue	Wed	Thu	Fri	Sat	Sun	Wanted	29	30	30	30	30	30	31	Named Suspects	53	50	51	64	54	54	50	Count Warrants								Prison Release								Current Roady							
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QUICKTIME EXAMPLES

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RESEARCH & TASKING (QUICK TIME DEVELOPMENT)

At 16.54 hours Police received intelligence:

"A male is knowingly storing firearms & in possession of a mauser and a shotgun. It is believed that the guns are hidden in a garden possibly near to the garage"

Within 6 hours of receiving the intelligence, Police had a male in custody and the Firearms had been secured.

At 17.55 hours Police received Intelligence stating that a named individual was in possession of stolen Manchester City shirts and Reebok classic trainers and that he was selling them door-to-door.

Later that day the named offender was arrested on the division in possession of four Manchester City shirts, also recovered from the detainees home address was a quantity of stolen shirts.

The offender was charged with both BOTD and handling.

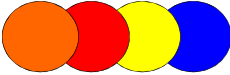
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LONG TERM CRIME REDUCTION


RESEARCH & TASKING (SLOW TIME DEVELOPMENT)

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Domestic Burglary Predictive Mapping



Disrupting the Optimal Forager

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Original Concept

Ross and Pease (2007) discussed the possibility of predicting Burglaries based on the 'Optimal Forager' theory of offender patterns in an article entitled, 'Predicting *Where Lightning will Strike*'

The premise of this was:

"In domestic burglary, for example, the danger of a further crime is greatest at the home of the original victim and spreads out to some 400 metres, but disappears over six weeks to two months ... instead of mapping past events in the conventional way we should map the risk they generate for nearby homes, with the map being dynamic to reflect how the risk declines over time."


Professor Ken Pease B.A., M.A., PhD. OBE
Nick Ross

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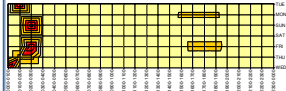
Operationalising the Scientific Theory

There were three main modifications made to the original study to implement the work into Trafford BCU more effectively

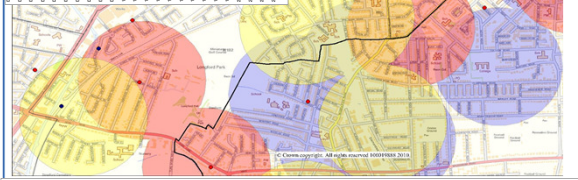
- The time period of analysis of Burglaries was reduced from six weeks to three weeks.
- Implementation of the coloured buffers to highlight diminishing risk over time
- Introduction of a temporal aspect to the individual Burglary Predictive Risk areas

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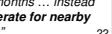
Original Theory vs Output



Every day 00:00-04:00, Particularly 02:00-03:00
Also 16:00-19:00 Friday and Monday




Ross and Pease (2007):
"In domestic burglary, for example, the danger of a further crime is greatest at the home of the original victim and spreads out to some 400 metres, but disappears over six weeks to two months ... Instead of mapping past events in the conventional way we should map the risk they generate for nearby homes, with the map being dynamic to reflect how the risk declines over time."

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Implementation

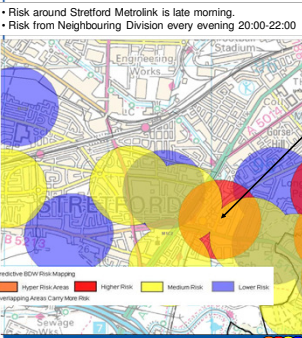
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    graph TD
      A[Initial idea and development] --> B[Disseminated to]
      B --> C[NPT's]
      B --> D[Response]
      B --> E[Fixed Wing 199 TFU RPU]
      C --> F[Feedback and improvement]
      D --> F
      E --> F
      F --> G[Evaluation]
      G --> H[Community Safety Patrollers GMFRS Driving School]
      H --> I[Feedback and improvement]
      I --> J[Evaluation]
  
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Predictive Mapping Output

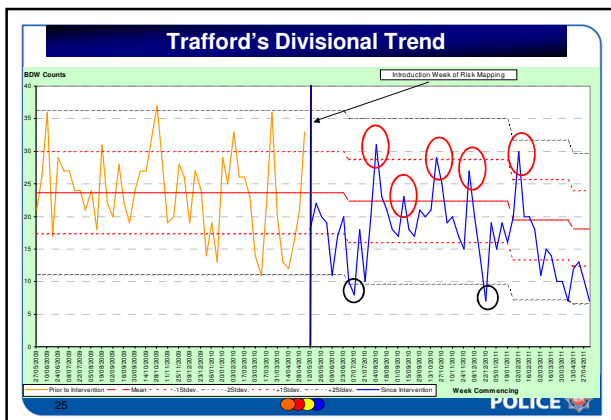
- Risk around Stretford Metrolink is late morning.
- Risk from Neighbouring Division every evening 20:00-22:00



■ Hyper Risk Areas
■ Higher Risk
■ Medium Risk
■ Lower Risk

Overlapping Areas Carry More Risk

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Results

12 month review –

- Trafford saw 902 burglaries, 2nd lowest count across GMP
- YTD 2009, Trafford saw a significant 26.6% decrease (1229 to 902 BDW) (GMP – 9.8%, MSG BCU GMP saw an increase of 7%)

- Statistically Significant Reduction
 - £1.06m saved to potential victims (Home Office ave. cost of £3268 per BDW)
- 'Dark Nights' (Period of Clock Change)
 - 25/10/09 - 28/03/10 vs 31/10/10 -27/03/11
 - Trafford: **30% decrease** 527 to 368 BDW
 - GMP: 14% decrease 7884 to 7560 BDW
 - MSG BCU GMP: 8% increase 663 to 716 BDW
- Average of **48% decrease** in the target areas of Orange and Red (373 to 194 BDW)

BDW Count	Orange	Red	Yellow	Blue	Outside	Total
2009/10	159	234	218	159	479	1229
2010/11	66	128	141	97	470	902
Change	-52.9%	-45.3%	-35.6%	-38.8%	-1.9%	-26.6%

- Outside Predicted zone 38% due to insecurity

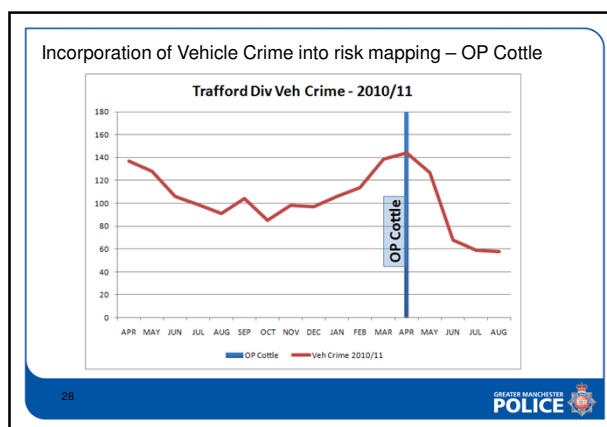
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DEVELOPING THE THEORY

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IMPACT ON PERFORMANCE

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TRAFFORD DIVISION DOMESTIC BURGLARY & VEHICLE CRIME PERFORMANCE

Domestic Burglary

In the 3rd period May 10 – Jul 10

- Within the MSG family:
 - Volume - Trafford average of 2.499 crimes per 1000 households.
 - Volume - MSG average 2.905

In the 3rd period May 11 – Jul 11

- Within the MSG family:
 - Volume - Trafford average of 1.684 crimes per 1000 households.
 - Volume - MSG average 2.838

(at which time Trafford reports the lowest level of Domestic Burglary crime within GMP)

Vehicle Crime

In the 3rd period May 10 – Jul 10

- Within the MSG family:
 - Volume - Trafford average of 1.537 crimes per 1000 households.
 - Volume - MSG average 2.030

In the 3rd period May 11 – Jul 11

- Within the MSG family:
 - Volume - Trafford average of 1.180 crimes per 1000 households.
 - Volume - MSG average 1.828

(at which time Trafford reports the lowest level of Vehicle crime within GMP)


data from Quanta 08/09/11

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PERFORMANCE SLIDES – REDUCTIONS / DETECTIONS

01/09/2011	VOLUME				DETECTION			
	2011/12 YTD	2010/11 YTD	TARGET	ON/OFF	DETECTIONS	DET TARGET	ACTUAL DET RATE	ON/OFF
<small>Data from Counterpoint (Refresh Point 02:28hrs 02/09/11)</small>								
THEFT	1545	1548	1652	-107				
SERIOUS ACQUISITIVE CRIME	846	1097	1080	-234	186	18.0%	22.0%	-34
ROBBERY	102	137	130	-28	25	23.0%	24.5%	-2
BURGLARY	260	396	402	-142	81	20.0%	31.2%	-29
VEHICLE CRIME	484	562	545	-61	80	14.0%	16.5%	-12
HATE CRIME	66	82			28	40.0%	42.4%	-2
DOMESTIC ABUSE	341	393			199	58.0%	58.4%	-1
RAPE	7	16			6	40.0%	65.7%	-3
SERIOUS SEXUAL OFFENCES	34	38			16	39.0%	47.1%	-3
SERIOUS VIOLENT CRIME	38	45	44	-6				
ANTI SOCIAL BEHAVIOUR	4053	4521	4077	-24				
DAMAGE	862	1069	940	-79				
ALL CRIME	5474	6174	5836	-162	1793	30.0%	32.8%	

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LESSONS LEARNED

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- LESSONS LEARNED / CRITICAL SUCCESS FACTORS**
- DON'T KNEE JERK
 - RIGHT PEOPLE IN THE RIGHT POSITIONS
 - ONE TEAM, EVERYONE CONTRIBUTES AND IS VALUED
 - STAY CONSISTENT
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