



Strategic Policing and Crime Board

15th December 2020

Title: Coventry City of Culture

Presented by: T/ACC Chris Todd

Purpose of paper

1. The purpose of this report is to provide an update on progress of the West Midlands Police (WMP) Coventry City of Culture (CCoC) Programme, to assure the Strategic Policing & Crime Board (SPCB) that WMP is making all reasonable and necessary plans to ensure it is well placed to police CCoC and ensure the safety of the public from its initiation in May 2021 through to May 2022. This report also seeks to assure the Board that volunteering and legacy opportunities (including with young people, community relations, and recruitment of officers and volunteers) are fully utilised.

Background

2. City of Culture was developed by the UK Government to build on the successes that Liverpool enjoyed as the UK's second European Capital of Culture in 2008. The UK City of Culture programme is focused on creating a national cultural event, spread over the course of a title year, concentrated in a particular city or area. Derry-Londonderry was the first city to be awarded the UK City of Culture title (for 2013), Hull was the second UK City of Culture in 2017.
3. Coventry was announced as the UK City of Culture for 2021. The award of UK City of Culture represents more than a title, it is an opportunity to create new partnerships, to build aspirations whilst bringing communities together and to celebrate the rich heritage and unique qualities of a city. It is also an opportunity, through arts and culture, to raise the profile of a city, to attract new investors and to enable significant regeneration.

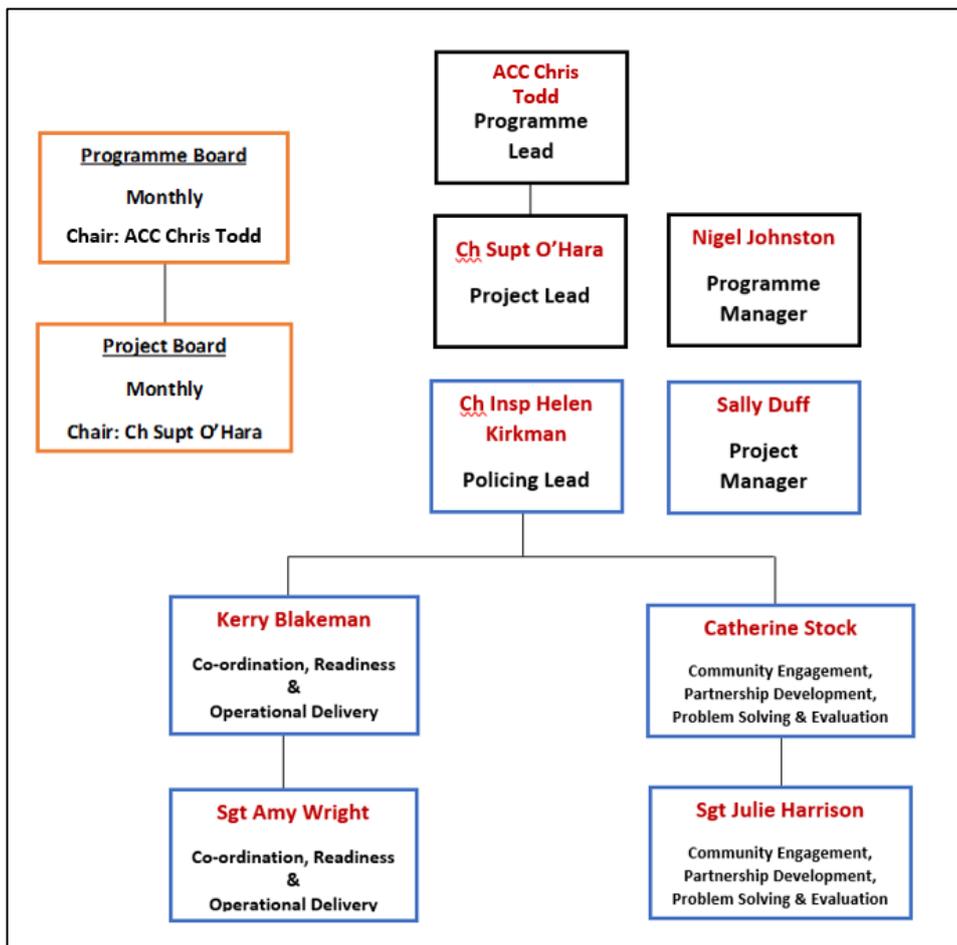
4. The delivery principles of the 2021 year are – community (particularly youth) led, making arts and culture accessible to all communities, and building legacy and capacity. It is estimated 2.55 million additional visitors will visit over the 2021 title year.
5. The UK City of Culture title does not come with guaranteed funding, with all funds to be raised from public sources, corporate partners, individuals, Trust and Foundations, lottery providers and from trading activity.

Overview

6. Coventry City of Culture Trust ('the Trust') is an independent charity that has been formed to deliver City of Culture for Coventry. The Trust consists of a number of departments (e.g. programme development, communications, marketing, fundraising, and production of the events). The Trust has its own governance structures.
7. The focus is not simply about developing events in 2021, it is also about how the Trust can use arts and culture to support problem-solving issues in the longer term. A number of arts and cultural projects will be developed with local, regional and national partners, which seek to address significant issues affecting Coventry.
8. The Trust's programme development teams have three themes – Dynamic City, Collaborative City and Caring City. Within these three themes, some have a clear community safety link. For example, the Caring City team is working on the following themes: youth violence and exploitation; mental health; new communities; and homelessness. WMP aims to fully understand how to make the most of these and other projects and understand how arts and culture can support tackling community safety issues.
9. The Production Team is the team that WMP are working closely with to ensure safety and security of the events. As is normally the case with event planning, primacy for safety and security will remain with the event organiser. WMP has a key role to support and advise.

WMP Governance

10. WMP have a small policing team in Coventry working on the police side of the project. The police team is embedded with the City of Culture Trust, working closely together in planning and preparing for the title year. The WMP project team is detailed below, with the full time members of staff with the blue outline.



11. The WMP project is overseen by a Programme Board and a Project Board. The policing team works with single points of contact (SPOCs) from departments across the force so that departments are briefed and prepared. The team is also working closely with SPOCs from Warwickshire Police and British Transport Police (BTP). All departments below are represented at the Project Board, along with representatives of City of Culture Trust and Coventry City Council.

Force Operations	Force Criminal Investigation Department	Force Response	Force Contact	Staff Associations
Heritage / Police Museum	Intelligence	Counter Terrorism Unit (CTU)	Criminal Justice Services	Central Motorway Policing Group
Learning & Development	Citizens in Policing	Design Out Crime	OPCC	Corporate Asset Management
Professional Standards Department	Public Protection	IT&D	Commonwealth Games	Pelkin
Finance	People and Organisational Development	Corporate Communications	Shared Services	Special Constables
Information Management	Diversity and Inclusion / Fairness in Policing	Joint Legal Services	Warwickshire Police	British Transport Police

WMP Planning and Approach

12. WMP planning for the CCoC has been broken down in to 3 key workstreams;

- **Co-ordination and Readiness.**

This workstream will identify and establish the security requirements to support a safe and secure title year.

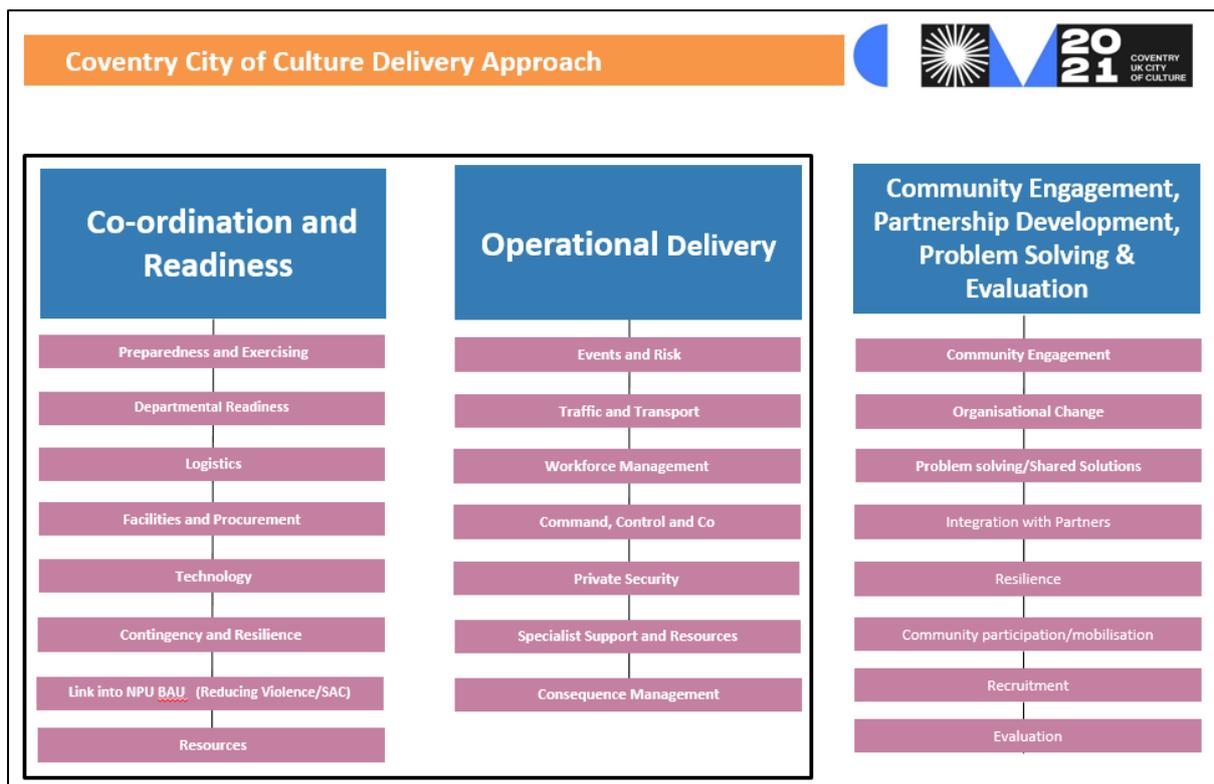
- **Operational Delivery.**

This workstream will implement and manage the activities to deliver the required security operation during the title year.

- **Community Engagement, Partnership Development, Problem Solving and Evaluation.**

This workstream will identify and fully build upon wider opportunities created by City of Culture.

13. Each workstream has a number of subcomponents, which are described in the diagram below. Two members of the policing team are dedicated to Coordination, Readiness and Operational Delivery. Two further staff members are working on Community Engagement, Partnership Development, Problem Solving and Evaluation.



WMP Mission and Objectives

14. The WMP policing team have identified the following *mission* and *objectives* to define the Project Team's responsibility for the planning and delivery of the Coventry City of Culture

project. This strategy has been signed off by the Force Executive Team (FET) Programme Lead.

Mission

15. **WMP will support the delivery of a safe and secure City of Culture and maximise the unique opportunities City of Culture presents, to drive positive and sustainable change to our city, creating a safer Coventry for those living, working and visiting here.**

16. This means WMP will support the Trust to deliver safe events but there is much more to it than this. As a key stakeholder, WMP want to make the most of all the opportunities it presents, so by immersing ourselves in all aspects of this event, our goal is to support a genuine step change in Coventry.

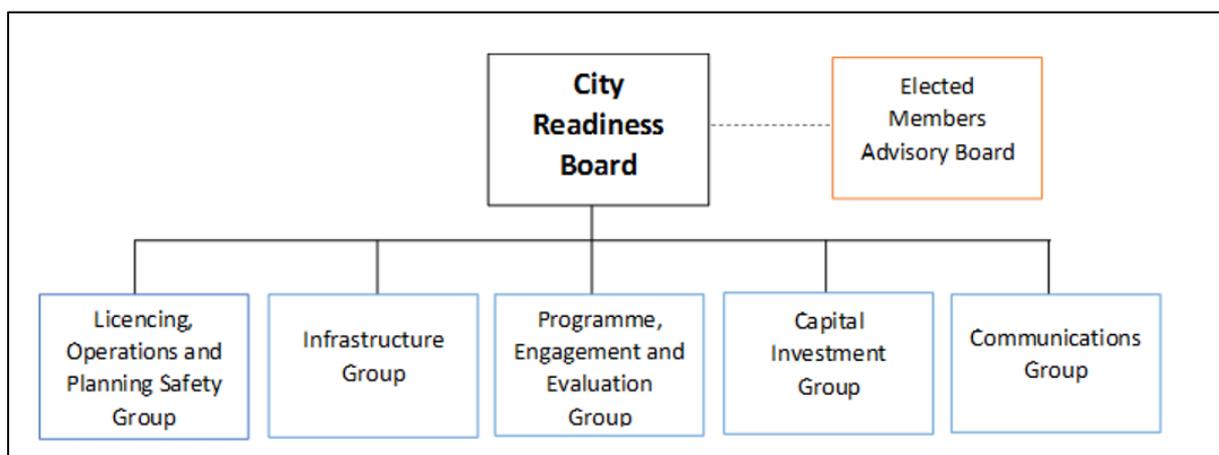
Objectives

17. **Objective 1: WMP will work with and advise the City of Culture Trust, Coventry City Council and other partners, to protect the people attending City of Culture. This includes, but is not limited to, venues, events, transportation and associated security infrastructure.**

18. Due to the unique relationship that WMP have with the CCoC Trust, WMP have been designated as having *Delivery Partner* status and can utilise the following branding:



19. WMP are integrated into the City of Culture cross partner governance, which is outlined below.



20. Each board has WMP representation. There are a number of subgroups that sit under these main boards that focus on areas that are more specific. For example, there are 'CCTV' and 'Test and Exercise' subgroups under the Licencing, Operations and Planning Group. There is a 'Traffic and Travel Management' subgroup under Infrastructure. As well as attendance at these overview boards, as the policing team are 'embedded' with the Trust, WMP are able to become involved in planning discussions about venues, events, transportation and associated security infrastructure at a much earlier stage.
21. ***Objective 2: WMP will put measures in place to mitigate and/or disrupt terrorist activity, crime, public disorder and antisocial behaviour on the run up to, and during, 2021 to ensure Coventry is a safe place to visit. WMP will provide a proportionate and effective police/security response.***
22. Force Intelligence have developed a City of Culture Strategic Threat Assessment, which provides an overview of the high-level risks to the safety and security of City of Culture. These have been shared with Trust and council colleagues, and joint work is taking place to ensure appropriate mitigation is in place.
23. There is an Intelligence Strategy, which ensures that the policing team, the wider Neighbourhood Policing Unit (NPU) and Force remain appraised of the ongoing intelligence picture and are in a strong position to respond quickly to emerging threats and risks.
24. In determining the level of response to events taking place, the policing team have worked with the Trust to develop a new 'Event Matrix'. This matrix considers a variety of criteria, e.g., event type, expected audience, location, time, whether it is licensable, plus a wide variety of other criteria – all to define the 'scale' and 'level of complexity'. This will assist WMP, the Trust and other partners to quantify the response required and to ensure it is proportionate.
25. ***Objective 3: WMP will ensure that events planning processes and associated partnerships relationships are strong and robust, that they consider and mitigate risks, have been sufficiently tested prior to 2021 and that the legacy benefit is that the process is streamlined, efficient and more effective in future.***
26. The event matrix, event risk assessments and planning governance structures already noted are designed to ensure that plans are robust and consider and mitigate threats. In terms of testing and exercising this prior to the commencement of the title year, there are two strands that will support this:
- The first is the 'Test Event'. This is a live event and was arranged by the Trust so that all partners could test various aspects of their role in City of Culture. The recent Covid restrictions have meant that this event has not yet taken place, but a lot of

learning has already taken place during the planning phase, that will support better partner delivery during the title year. The test event will take place when restrictions permit.

- The second is the 'Testing and Exercising' programme. This is different in that these tests and exercises are scenario based as opposed to actual live events. Partners work through scenarios via a 'table top' exercise or similar. A programme of activity has been brought together so that all partners can test, exercise and learn together, in order to support a safe and secure title year.

27. In order to ensure that the Coventry Safety Advisory Group (SAG - the multi-agency forum for discussing and advising on public safety at an event) is fit for purpose, WMP secured the support of a national SAG expert. This was to support the SAG, as it will need to deal with a far greater number of events, of differing nature and complexity. The expert provided advice and guidance to all partners involved in the SAG process and brought about a revised approach. This includes delivery of training for event organisers and for SAG attendees in the New Year.

28. *Objective 4: WMP will plan for a potential uplift in crime, ASB and disorder that may come with hundreds of thousands of people visiting the city during 2021. Alongside partners, the Force will develop contingency strategies for police and partners across Coventry.*

29. Force Intelligence are seeking to quantify this potential uplift by researching previous City of Culture years, plus the impact of other major local events (e.g. Godiva Festival, St Patrick's Day Parade and Pride) to see what this can teach us for CCoC. This will be fed into the aforementioned planning processes, so that WMP use the learning and can plan accordingly.

30. SPOCs from Force departments are involved in the planning process so that all departments can put appropriate plans and resources in place as required.

31. An uplift of community policing is being aligned to Coventry NPU to support the increased footfall and the potential for additional demand. It is anticipated that an additional 6 Police Constables, 12 PCSOs and 30 Special Constables will be in place in the city during the title year, funded by the City of Culture Trust.

32. The uplift staff will become embedded in NPU Neighbourhood teams. As with all NPU resources, they will be integral in supporting City of Culture in a number of ways including:

- Being part of a neighbourhood team who have a clear role to make the city as safe as possible on the run up to and during 2021.
- Being part of the policing team put in place to minimise crime and disorder during City of Culture events.

- Being part of the policing team assigned to events to maximise community engagement opportunities during events and during the preparatory and build up phase.
- Being part of the neighbourhood team working with City of Culture teams on projects and programmes brought into the city to support reducing community safety issues.

33. *Objective 5: WMP will deliver a policing operation that supports a positive community experience, one that is delivered with warmth and friendship at its heart, in line with WMP values.*

34. City of Culture will present WMP with a wide variety of engagement opportunities. The way that officers and staff are seen to behave and interact with people during those moments is crucial to how WMP is perceived and directly links to police legitimacy and public trust. This objective seeks to ensure WMP makes the most of every contact it has with members of the public and deals with each person in line with its values. To support this, WMP will be implementing the principles of the Citizen Charter and have worked with Corporate Communications to implement recommendations from the public and staff about how they would like to be communicated and engaged with. The CCoC policing team will be piloting communication and engagement sessions with neighbourhood and response officers over the next few months.

35. *Objective 6: WMP will engage with communities via City of Culture planning and during events to build stronger relationships, in a variety of new and exciting ways, with the intention of inspiring a new trust and confidence in WMP, with a particular focus on young people and communities we have been less successful in reaching.*

36. On the build up to the start of the City of Culture, there will be multiple strands of development activities that, through our involvement, will allow WMP the opportunity to strengthen and build relationships across Coventry communities. Many of these projects will be facilitated by the Trust and will present additional and new opportunities for WMP to begin to understand and reach out to seldom heard communities in unique and different ways.

37. WMP will be speaking with contacts from the arts and cultural sector to devise new and exciting ways of achieving our aims, including achieving higher numbers of volunteers, recruitment from under-represented groups and improving trust and confidence. An option currently being explored is an 'Artist in Residence' working with WMP in Coventry. Artist in Residence programmes give artists the opportunity to experience new environments, and research and produce work as a result of those experiences. Another

option being looked at is the use of virtual reality, to support breaking down barriers through immersive storytelling.

38. Moving into the title year, the Force will build on the initial development in a number of ways. This includes: through bespoke workshops; attending events to maximise engagement; participating and contributing at Trust events; designing and delivering police led events and activities; and consulting with new community groups that the Force has built connections with. Some of these will be non-police focused but will allow WMP to be present, to implement a warm and friendly approach, and to humanise the uniform. Others will be designed to specifically target policing issues and build stronger relationships, with a particular focus on young people.
39. To ensure legacy the Force will predominantly utilise Neighbourhood Policing Unit (NPU) resources who can maintain the established relationships, and continue building on the work carried out during Coventry City of Culture, past the title year.
40. ***Objective 7: WMP will utilise City of Culture planning and delivery to develop stronger partner relationships and deliver a more joined up public service approach.***
41. The Trust are bringing in multiple partners to plan and facilitate the events; these partners are engaged in various customised forums, which allows WMP to further develop existing partner relationships through collaboration and planning.
42. Some of the City of Culture activities directly improve relationships with community partners such as the Community Centre Touring Programme, which provides training and collaboration opportunities. These allow WMP to support these partners and ensure they feel valued and enabled.
43. Planning processes and governance for City of Culture has created new relationships, particularly between statutory agencies and arts organisations. This has increased understanding of how arts and culture can support solving issues affecting communities.
44. ***Objective 8: WMP will harness the enthusiasm for volunteering for City of Culture to increase the number of volunteers and active citizens working with WMP and assisting to keep Coventry safer.***
45. The police planning team are working with the WMP Citizens in Policing Manager, the Police Federation and Trade Unions to determine bespoke volunteering roles for City of Culture, but also to identify opportunities for existing volunteers throughout the title year. Where appropriate the team will re-energise these groups by providing them with bespoke training and information sessions. WMP is currently identifying all of the opportunities and ways they can be involved.

46. WMP is creating a bespoke Special Constables recruitment strategy for Coventry, which will look to attract a more diverse range of applicants. This involves surveying the current Specials to understand their motivations for volunteering, and developing a recruitment strategy that will appeal to those motivations that are most valued. This targeted advert strategy will be disseminated via new and existing connections and networks to best reach those communities who are underrepresented amongst volunteers and will allow for a more diverse and inclusive team.
47. The Trust will be recruiting 5000 volunteers to be part of the City of Culture. WMP will support the Trust in providing training and awareness for these volunteers. It will be important to co-ordinate these volunteers with the wider city volunteering programme to ensure that there are no unintended consequences of diverting volunteers away from other important volunteer roles in the city.
48. By working closely with the Trust volunteers, the team will be in a position to build relationships and promote the volunteering opportunities within WMP. The Force will be part of the Volunteer Steering Group, set up to co-ordinate activities of volunteers in Coventry.
49. ***Objective 9: The Force will utilise City of Culture as a vehicle to engage with communities about a career with WMP and work hard to attract applicants from all sections of our communities.***
50. The police planning team are working with WMP Recruitment, Diversity and Inclusion, and Positive Action Teams to devise a creative recruitment approach that will appeal to a wider ranging section of the community. The Force is aware that, to attract non-traditional applicants, a less standard approach is needed, that will capture the interest of those who would not normally pay attention to police recruitment adverts. The team will be able to utilise links made with the arts and cultural sector to support this.
51. The Force will use the connections built with seldom-heard communities to share the range of opportunities within WMP and, through engagement exercises, look to facilitate a change in attitude towards the police and perceptions of policing as a career. It is hoped that this will result in individuals who would not have previously considered working for the police putting themselves forward, working towards a more diverse and inclusive police family.
52. The creative recruitment strategy will include new ways that the Force can engage with the public during events, either as a direct recruitment drive, or using positive interactions to work towards the change in attitudes that is required for us to appeal to a wider range of applicants.

53. Objective 10: WMP will work with City of Culture Trust to explore creative ways to assist address some of the key community safety priorities facing Coventry, in particular violence involving young people, and see where arts and culture can assist drive change via this joint problem solving.

54. Many of the City of Culture programmes have been designed to specifically tackle community safety priorities, especially youth violence. This will be achieved in a variety of ways:

- Providing work experience and job opportunities in the creative industry (including apprenticeships that have already been launched).
- Delivering a mentor programme to divert young people at risk of criminal exploitation
- Providing a creative outlet to allow them to express and explore the impact community safety issues have on them
- To work collaboratively with police and other agencies to find solutions to community safety problems
- Enhancing and developing the offer to schools and how arts and culture can have an impact on behaviour and learning
- Providing a safe and neutral space for young people to socialise and develop
- Promoting positive role models with lived experience as an example of achievable possibilities and potential for young people, and to promote a positive message.
- Developing new and innovative ways to address mental health issues in young people
- Providing a forum for different groups to communicate and understand each other and their own experiences
- Developing joined up strategies to make green spaces across the city safer, enabling the communities to take ownership of those spaces and providing better facilities to encourage use
- Developing a greater sense of civic pride and responsibility for the local area
- An international cultural exchange via the Youthful Cities programme. To enable young people to get involved, using creativity to promote change.

55. As previously outlined, the Trust's Caring City Team has a strand of work focused on exploitation and youth violence. A number of projects and programmes are being developed that are intended to directly tackle violence. For example, the CVX Festival will be a 3 day arts activism festival, curated by young people with one of the main themes being - young people taking a stand against violence and showing the power of arts and culture in helping to shape their futures.

56. ***Objective 11: Through the establishment of an effective communication plan, the Force will ensure all parties are clear as to their roles and responsibilities, with all sections of WMP feeling involved, enthused, fully utilised and understanding the part they play in City of Culture.***

57. The planning team has the support of a dedicated lead from Corporate Communications and a Communications strategy underpins the engagement externally and across the force. Communications products are sometimes linked to Trust comms, but are targeted and relevant to the audience within WMP. The intention in the longer term is to use communications to highlight how WMP is ensuring safety and making the most of the opportunities, particularly in relation to volunteers and how arts and culture is helping to address community safety concerns. This will support the sharing of effective practice across the force.

58. ***Objective 12: WMP will work with City of Culture Trust to analyse and evaluate the impact of City of Culture on public safety and the legacy impact that is achieved via police involvement.***

59. The primary benefit WMP want to achieve as a result of City of Culture is a Safer Coventry for those living, working and visiting. Some of the subsidiary benefits are:

- Enhanced major events management, skills and knowledge
- Improved understanding of how Arts and Culture can support solving community safety issues
- Confidence in the delivery of a warm, friendly and engaging policing style
- Increased numbers of volunteers and active citizens working with WMP
- Reach into communities to promote careers in WMP and increase recruitment from under represented communities
- Enhance WMP capability through use of new technology and innovation in support of event delivery & engagement
- Enhanced connectivity and integration of CCTV assisting to keep the city safer
- Enhanced community engagement and greater knowledge and understanding of communities we serve
- Greater understanding of the issues being faced by young people and the role in supporting and nurturing
- Enhanced community relationships promoting more community intelligence assisting to solve key issues

60. In evaluating success, the team are working with the City of Culture Trust to design an evaluation framework, to ensure an understanding of 'what works' in respect of working

so closely with arts and cultural organisations, so that we are in a position to share with the wider force and the region. This evaluation includes partnerships with local universities via research opportunities and projects.

Finance and Funding

61. A Tri Partite agreement is in development between WMP, OPCC and The Trust to finalise a funding contribution from the Trust for an uplift in community policing (PCs, PCSOs and Special Constables) with the City of Culture Trust providing £1.15 million for the period Jan 2021 to May 2022.

62. An allocation of funding from the OPCC of £106,392 has been received to support crime reduction & prevention activities. Although it is too early to say what all this funding will be used for, a number of areas are under consideration including:

- Providing funding to communities who are seeking to tackle community safety related issues, using arts and culture as a mechanism for change.
- Funding for events or resources to support local communities provide arts and culture related diversionary activity or skills training for young people.
- Working with local artists to see where there opportunities to use art to address community safety priorities or engage with communities in different ways, particularly those we have been less successful in reaching and with a focus on young people. In order to build relationships and trust.
- Funding to support events and marketing of the Coventry Police Museum and associated police heritage.
- Working with the Trust and technical partners around such things as using virtual reality as an engagement tool or an immersive experience in relation to policing issues.
- Supporting the newly formed Coventry 'Arts Against Violence Network' – bringing arts and cultural organisations together with statutory agencies to address violence.

Coventry Police Museum

63. WMP are committed to bringing Coventry Police Museum and the associated policing history and heritage to the fore throughout the year of culture. The City of Culture Policing Team is working with the WMP Heritage Manager and retired colleagues from National Association of Retired Police Officers (NARPO) to maximise opportunities during the title year.

64. There is a considerable collection in the Coventry site of the West Midlands Police Museum, with exciting and varied exhibits relating to policing history. There is also a desire to uncover new stories, extend the reach of the museum and an aspiration to learn

more about the pioneers in Coventry Police's history. Police heritage and history provides a different way to engage with communities and to show another side to policing. It is felt that this could be an excellent way to promote positive relationships with communities and assist us to achieve WMP objectives for City of Culture. An attractive museum could also support the wider city's aim to bring more visitors into the city and will provide opportunities to trial displays with audiences and seek feedback to develop the main site at the Lock-up. It is therefore very important to make the most of the museum during 2021/2022.

65. The three main opportunities identified and being worked on at this stage are:

- ***A history book or booklet celebrating the rich policing history of Coventry***, which can be sold during City of Culture and afterwards, to share the heritage stories with the public more widely and generate income for the museum.
- ***A small portable 'pop up' museum***. This will be a small number of museum items that can be transported and displayed by way of a stall at events during City of Culture year. This would enable the public to see small elements of policing heritage as part of their visits to City of Culture events already taking place. These would be interactive and engaging displays, staffed by volunteers, that would change according to the type of event taking place.
- ***The location of the Coventry museum during the title year***. The museum is currently housed within Coventry Central Police Station. In many ways, this is not an ideal location to maximise visitors as it is within an operational police building. Consideration is being given to finding a different location that could be used to house the Coventry Police Museum for 12-18 months, a location that is more accessible and could be a more suitable space to engage with people from communities across Coventry. It would be somewhere the public can visit and enjoy the history of Coventry Police, hear about the stories and people behind it, and have an opportunity to view policing through a different lens. A number of city centre locations are being scoped with the support of partners in Coventry. The benefits and drawbacks of these locations will be assessed alongside the option of the museum remaining within Coventry Central. It would continue to be staffed by volunteers.

CoVID-19 Challenges and Impacts

66. Covid 19 has had a significant impact on the police planning work taking place around City of Culture and it has already impacted on the wider city readiness activity.

67. WMP have supported the Trust and Coventry City Council through 'scenario planning', resulting in a decision from DCMS (Department of Digital, Culture, Media and Sport) to move the original timeframes for the title year from the start of Jan 21 to May 21. This impact has required WMP to extend the duration of the planning team resources by approximately 6 months, through to August 22.
68. There have been delays in confirming the funding from The Trust due to the impact of Coronavirus on funding for The Trust, although the amount is now confirmed.
69. The planning team have been working with the Trust on several initiatives to support the NPU and the city to manage Covid-related community safety issues:
- Social Distancing Messaging
 - Engaging and diverting young people
 - Supporting victims of domestic abuse
 - Supporting the homeless community
 - Supporting new communities via integrated work with Refugee and Migrant Centre

UK Force and Partner Engagement

70. Engagement with neighbouring forces and partner agencies continues through the governance structures outlined in this report. The Trust will employ security for the more significant events and engagement / protocols will be put in place to ensure joined up working with WMP.
71. It is expected that there will be no requirement for Mutual Aid resources from other forces.
72. The city wide governance will support engagement across partners, identify impacts and risks across the delivery programme such as transport and resilience.

Next Steps

73. The Board is asked to note this report and the Programme Team will be available to answer any questions and provide any additional information required

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