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**LANCASHIRE CONSTABULARY SUBMISSION TO THE 2006
HERMAN GOLDSTEIN AWARD FOR EXCELLENCE IN
PROBLEM ORIENTED POLICING**

THORPE CLOSE

Submitted By

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THORPE CLOSE NEIGHBOURHOOD POLICING PROJECT



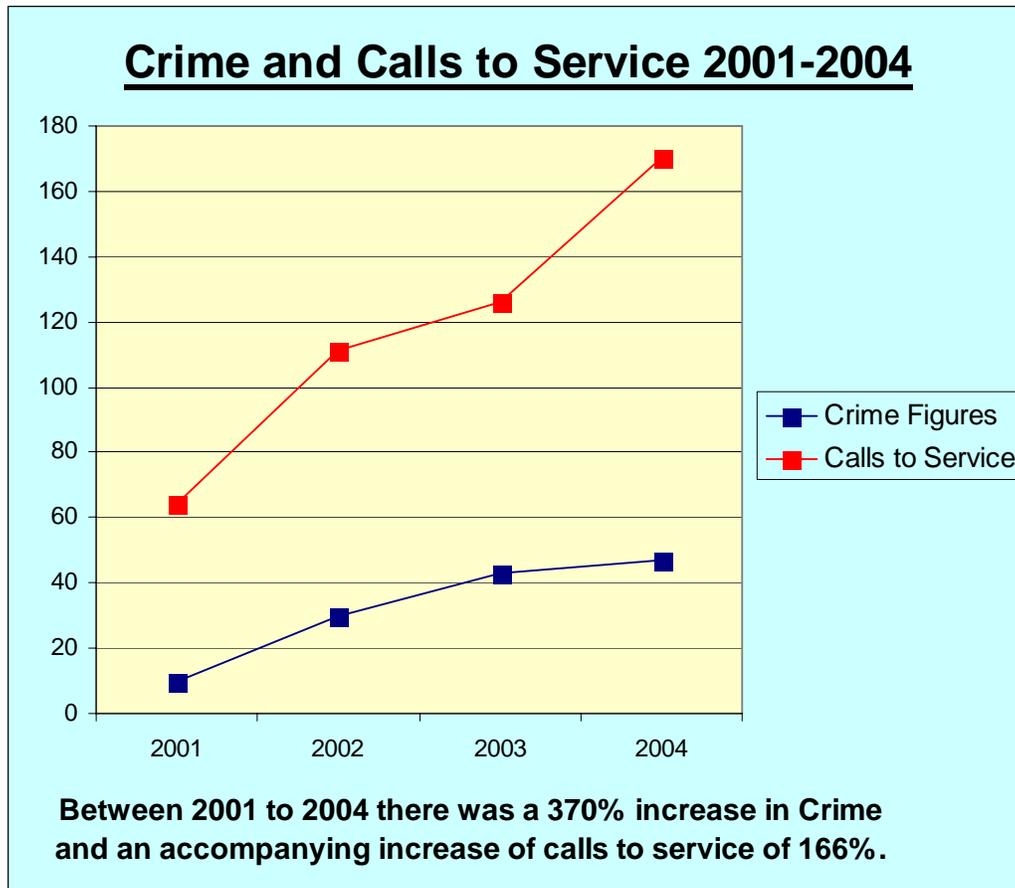
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SUMMARY

Scanning

On the 'Northern Gateway' into Preston, this 1960s council housing over 4 streets comprises of predominantly one-bedroom flats. Buildings suffered damage and fell into disrepair. With this decline long-standing residents surrendered their tenancies and moved out. Properties were in such a poor state that they proved difficult to let. Short-term tenancies became commonplace and sub-letting and the practice of using the property as unoccupied mailbox addresses dissolved any remaining sense of community. Increasingly attractive to criminals; drug-related crime and disorder took over. The cycle of crime and damage increased rapidly together with police calls to service and reports highlighting a thriving criminal activity and a community in despair. There was no planned investment.



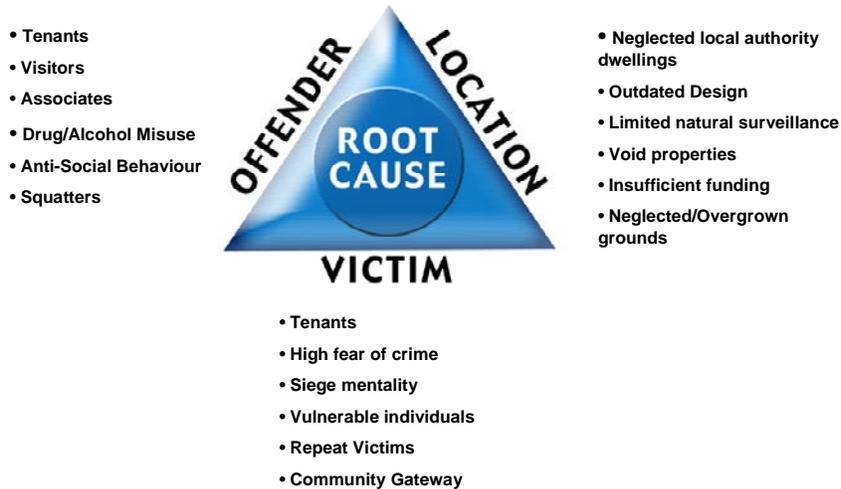
Analysis

Community consultation and interrogation of partner and police data recording systems identified Thorpe House, a block of 20 dwellings as a centre of activity.

- 35% properties unoccupied
- Housing well short of decent-homes standard
- Insufficient funding for vital repairs/improvements

In 2004 the area accounted for 47 reported crimes and 170 calls to service, significant increases considering numerous voids and underreporting.

Problem Analysis Triangle



Response

Multi-Agency Partnership

- Police
- Community Gateway Housing Association
- Windmill-Community-Association
- Bramall-Construction

Evidence Gathering and Targeting

- Identification of community concerns
- Targeting/Enforcement of offenders
- Environmental Visual Audit
- Crime prevention survey
- Enforcement of tenancies.
- High Visibility Patrol. Police & Street Wardens
- Grounds Maintenance

Option appraisal & demolition of Thorpe House

- Funding secured
- Demolition of Thorpe House
- Fencing funded by Community Forum Budget
- Contractor Bramall (free landscaping)
- Lighting upgrade
- Government funding secured to improve housing

Assessment

Significant reductions, despite re-invigorated attitude to reporting.

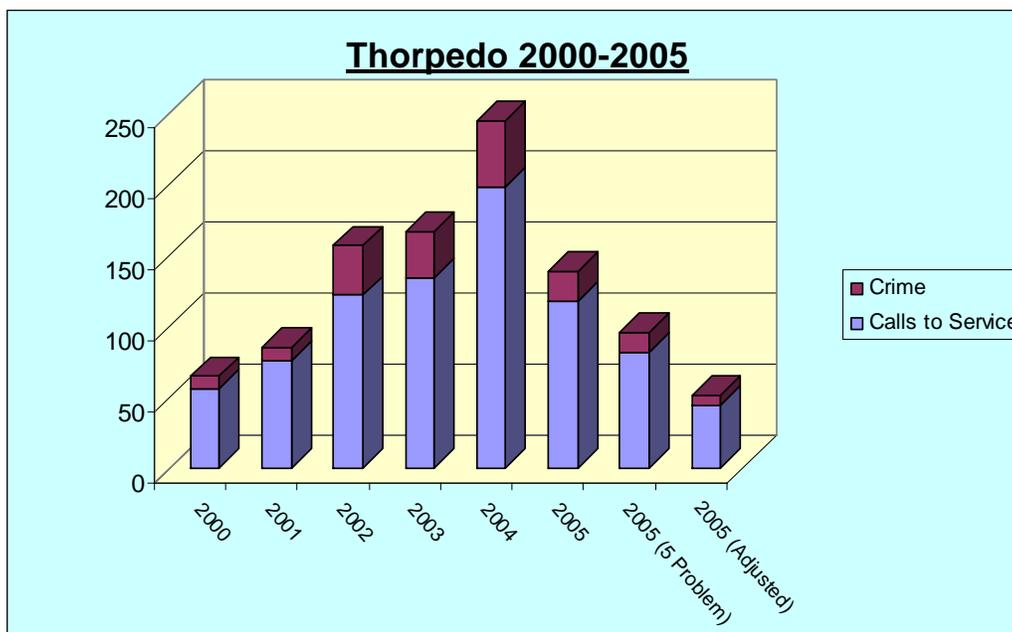
- All Crime 55%-reduction
- Burglary 83%-reduction
- Violent Crime 60%-reduction
- Damage 47%-reduction
- Drugs 86%-reduction

Calls to service reduced by 40%.

- 5 dwellings account for 67% of all crime and 70% of calls to service.
 - Tenants have individual issues that didn't impact on the wider community
 - Alcoholism and domestic violence
 - Appropriate multi-agency interventions identified

The area was revitalised and opportunities created for local residents to gain employment with the contractor, Bramall construction. A residents panel formed to guide budget allocation and planning of refurbishment of properties.

- Council revenue secured and voids filled
- Property modernisation
- Increased natural surveillance
- Landscaping
- Positive community feedback
- Significantly safer & reassured community
- Empowered residents
- Adoption of Neighbourhood Policing Model



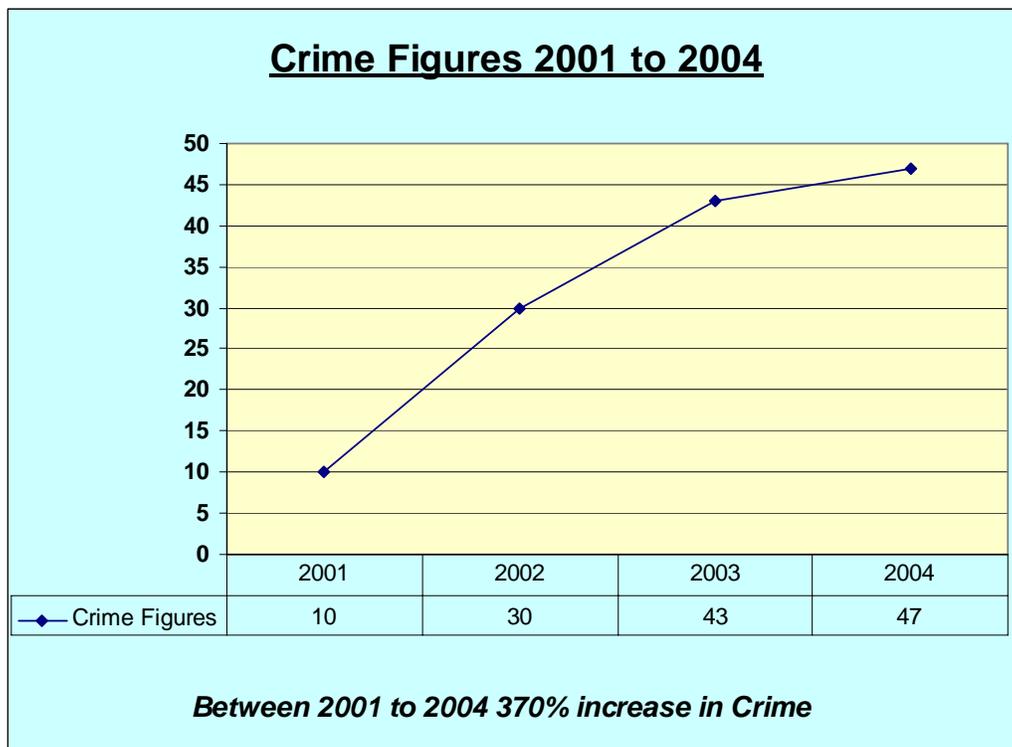
SCANNING

On the Northern 'Gateway' into Preston this 1960's estate is owned and let by Preston City Council housing department, the Community Gateway Association.

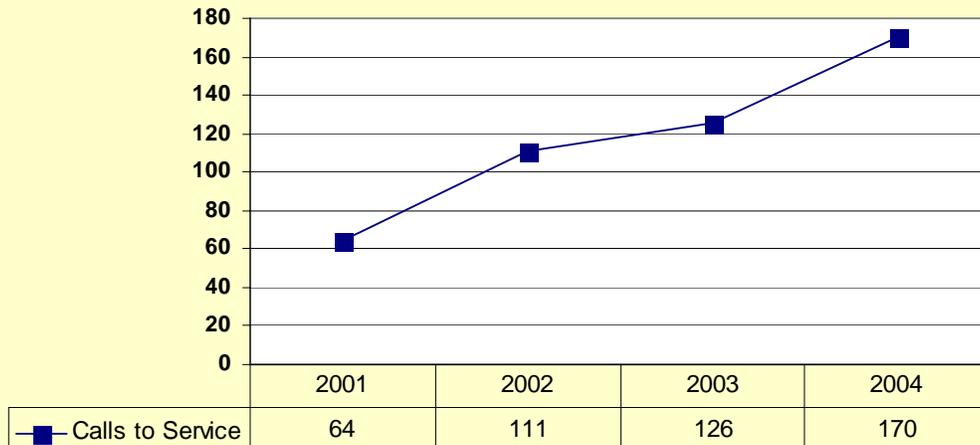
- 4 streets (**APPENDIX 1**)
 - Thorpe Close
 - Edale Court
 - Sheldon Court
 - St Thomas Street
- 6 two bedroom flats
- 37 one bedroom flats
- 4 bed-sit
- 4 storey block Thorpe House situated on Thorpe Close
 - 16 one bedroom flats
 - 4 bed-sit

Gradually the buildings were allowed to fall into a cycle of damage and disrepair with the adjacent grounds, hedges and trees becoming overgrown.

From a police perspective the area was spiralling out of control with officers spending an increasing amount of their time dealing with incidents involving drug and alcohol dependent tenants and offenders, visitors and associates. The area was suffering from a high rate of crime with damage being the most prevalent offence resulting in a high number of properties being boarded up and increasingly the damage being left un-repaired, adding to the air of neglect. The supply and misuse of drugs became commonplace, discarded syringes, drugs paraphernalia, faeces and litter being regularly found in communal areas. Experiences and observations from officers spending an ever increasing proportion of their duty-time in the area highlighted blatant criminal activity coupled with incredible underreporting of crime and disorder.



Calls to Service 2001 to 2004



Between 2001 to 2004 166% increase in Calls to Service

It had become apparent to the Police that pure traditional enforcement policing interventions alone were never going to resolve the deep-seated issues this neighbourhood faced. Community Gateway as the housing provider needed to quickly accept its responsibilities to address its management of the neighbourhood. The police amassed a wealth of evidence and applied relentless pressure to Gateway to ensure that they would honour their obligations. In light of the overwhelming evidence Gateway agreed to work in partnership with the police and accepted the responsibility to lead on tenancy issues and capital projects.

Community Gateway were struggling to manage this area of housing stock, which was beginning to take its toll financially in terms of properties becoming empty (voids) and escalating damage. Void property was taking up to 18 weeks to re-let due to excessive damage and the low demand to live in the area resulting in a considerable loss of revenue. Gateway staff were spending an increasingly disproportionate amount of time in this area despite accounting for only 8.8% of their housing stock. Following a physical attack on a member of staff lone working in the area was banned.

Issues reported to the police and Gateway were carefully logged and documented. Community consultation revealed significant widespread activity far in excess of documented reports. Gateway established a significant gulf between reported damage and planned expenditure compared to extensive visible evidence of widespread damage, catalogued during regular site visits. There was abundant evidence of massive underreporting.

It was becoming increasingly difficult for both the police and Gateway to keep track of who was living and visiting in the area. Tenants abandoned their properties leaving keys for whoever wanted them. If people could not get into the properties they slept on the landings. Void properties were regularly broken into for the purpose of squatting and addresses were used as mail drops.

The beleaguered residents consisted of a number of elderly people who had lived on the estate for years, younger single people and small families. The area had lost all sense of community with these tenants, suffering from a high fear of crime, adopting a siege mentality, locking themselves in their homes and turning a blind eye to problem neighbours, anti-social behaviour and criminal activity. At the end of 2003 a questionnaire was delivered to all 71 properties. Only 17 were returned highlighting the disillusionment of tenants, tenants in fear of reprisals and listed tenants not residing at the address.

ANALYSIS

It is vital to the understanding of this project to appreciate that there was no scheduled re-development, refurbishment or demolition of this housing stock planned or intended and no dedicated funding available.

Sources of Information

It was imperative to gather as much information as possible from all available sources. It was vital to consult with the other parties that were affected by the problem which included:

- Residents
 - Reassurance Patrol/Police Surgeries
 - Local 'Windmill' residents association
 - Questionnaires/Surveys
- Local Councillors
 - Environmental Visual Audits
 - Complaints
- Community Gateway Association
 - Lettings
 - Maintenance Costs
 - Housing Officers
 - Tenants lists
 - Complaints
- Police data recording systems
 - Crime System
 - CRS – Calls to Service
 - Intelligence reports
 - Custody system

Residents

- Lost all faith in Police & Gateway
- Declining attendance at Windmill Residents Association
- Introduction of weekly Police Surgeries
- Unwilling to engage with Police & Gateway
- Only 17 out of 71 questionnaires returned
 - References to 'drunks', 'druggies', 'fighting' & anti-social behaviour
 - All unwilling to form a Neighbourhood Watch Group

Local Councillors

Environmental Visual Audits were conducted together with the local councillors for the area, which highlighted widespread damage and neglect:

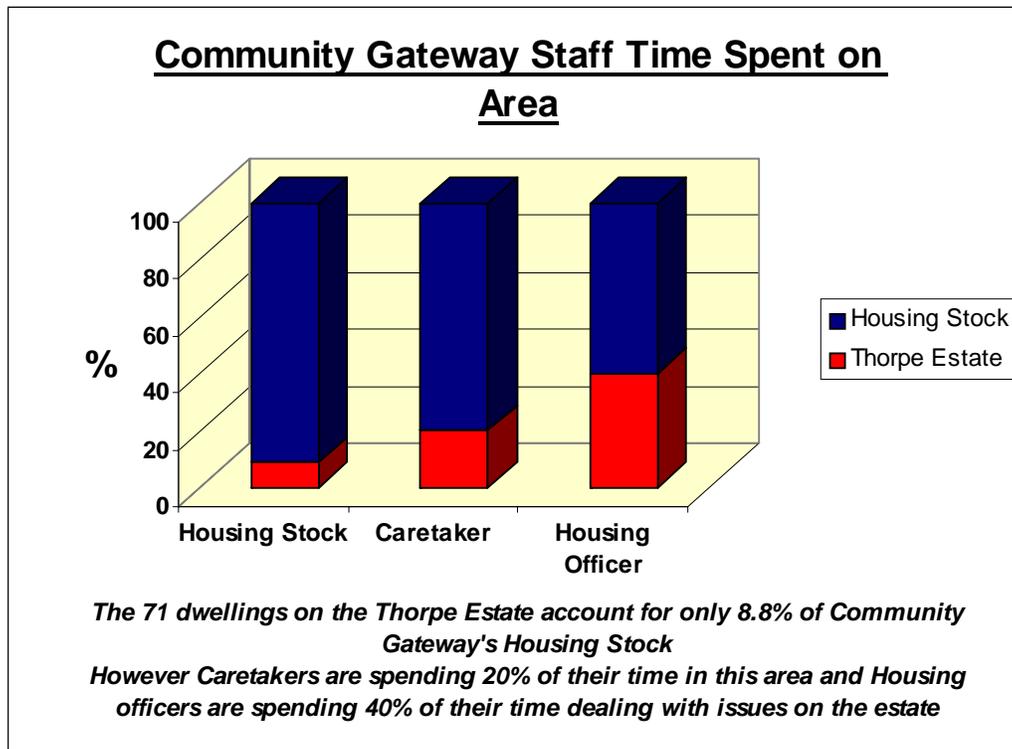
- Poorly maintained areas
 - Balconies, fencing, paintwork
 - Garage and garden areas
 - Bin storage
 - Communal access and landings in Thorpe House
 - Overgrown trees and hedges
- Poor Security features
 - Panel doors – easy access
 - Single glazed windows
 - Inadequate lighting
 - Numerous access and exit routes

- Damage
 - External doors missing
 - Properties boarded up
 - Window frames hanging out
 - Smashed glass

Community Gateway

Information and supporting evidence was gathered from a number of Gateway departments including Capitol Programmes Team, Maintenance Improvement Controller and Smartmove (Lettings).

- Gateway covers in excess of 1600 properties throughout Preston
- The estate itself equates to 8.8% of their housing stock.
- Void loss as gross debit stands at 16%
- Caretakers for the 1600 properties spend 20% of their working week on the estate
- Housing Officers spend 40% of their working week on issues connected to the estate.



Thorpe House – 4-Storey Block

- Accounts for 28% of housing on the estate
- Dwellings used as postal addresses and subjected to illegal occupiers.
- Legitimate tenants abandoning the dwelling leaving keys for persons unknown
- Dwellings used as 'open houses'
- 60% of tenants have presented the need for anti-social behaviour involvement
- 35% of dwellings are void
- 28% as gross debit spent on repairs
- Dwellings difficult to let. Average of 4.6 offers is made on each dwelling. Reason for refusal 'area is unsuitable'.
- 64% of tenants do not sustain their tenancies for more than 2 years.



Damage

When conducting site visits, Housing officers were finding the visible damage was high:

- External doors/window frames hanging loose and in some cases missing
- Boarded up windows
- Smashed windows unrepaired
- Broken glass widespread
- Internal damage to dwellings prevalent including flood damage

There was a massive underreporting of damage, Reasons for which include:

- Fear of reprisals
- Community Gateway policy in relation to damage.
 - Persons reporting damage to the Housing Team would be informed to report the incident to the Police.
 - Obtain a crime reference number.
 - No damage repaired without a crime reference number .

The majority of damage was being committed by tenants, their visitors and associates as a result of criminal activity and anti-social behaviour. Incidents were then going unreported, as this would guarantee police involvement and a perceived risk of reprisals.

Underreporting

Incidents were going unreported by residents due to their lack of faith in the Police and Community Gateway. Residents had adopted a siege mentality preferring to turn a blind eye to criminal and anti-social behaviour for fear of reprisals.

On a typical day at the end of 2003 the local officer for the area attended the estate to conduct a survey of the area. The officer was at the estate for a little over an hour and witnessed a number of incidents in that time and again later that evening.

Friday 28th November 2003
A Typical Day in the Area



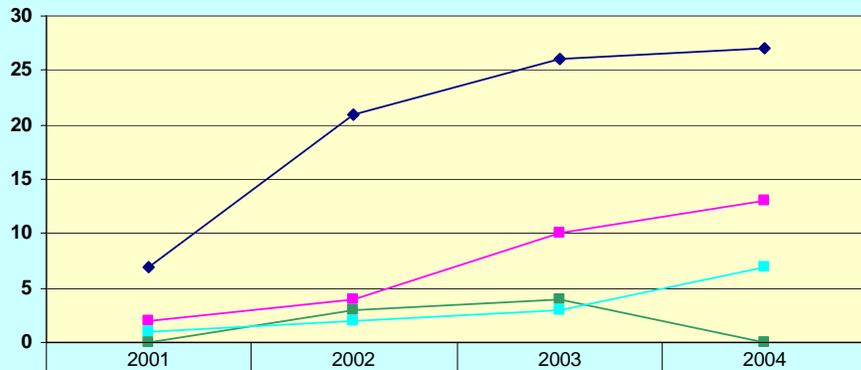
- 10am
 - Approximately 15 known drug users seen to visit certain addresses, known for drug dealing, for short periods before leaving again
 - Local youths seen running to and from an unconnected address where young offenders frequented. One of the youths was on bail at the time for a burglary on Thorpe Close
 - Vagrant found sleeping on a communal landing in Thorpe House with human faeces nearby
- 6.30pm
 - Within a half hour period a different set of known drug users seen visiting the area
 - A couple staggered through the estate swearing and shouting at each other in a drunken stupor on their way home
 - Common prostitute arrested outside Thorpe House

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None of these incidents generated a report to the police.

Police Data Recording Systems – Crime Figures

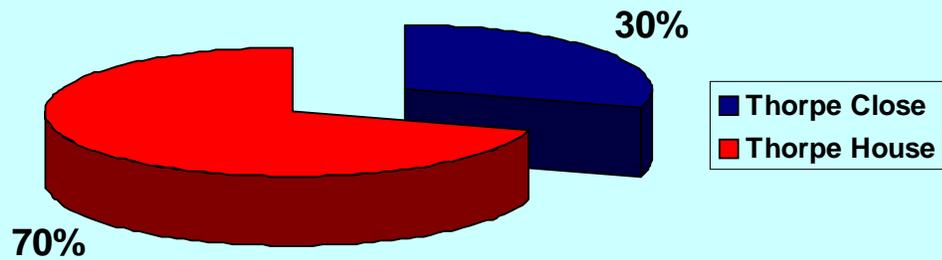
Crime Figures 2001 to 2004



—◆— Thorpe	7	21	26	27
—■— Edale	2	4	10	13
—■— Sheldon	0	3	4	0
—■— St Thomas	1	2	3	7

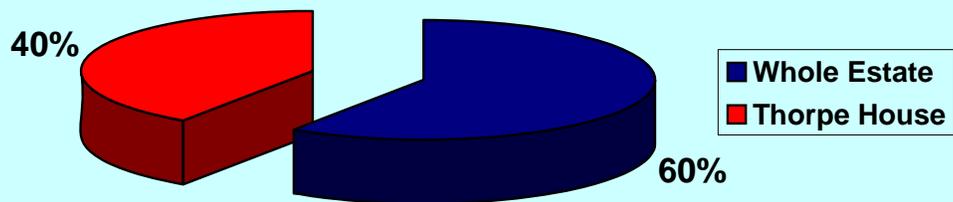
Between 2001 to 2004 370% increase in Crime
In 2004 Thorpe Close accounted for 62% of all crime

Thorpe House - Crime 2004



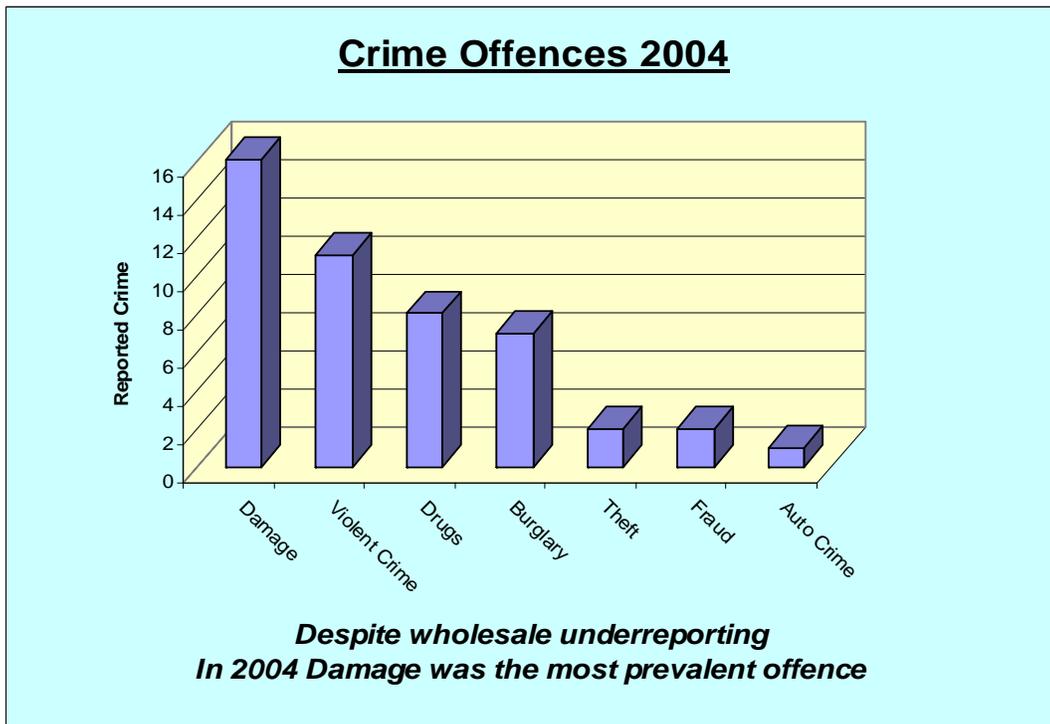
In 2004 70% of crime on Thorpe Close occurred at Thorpe House

Thorpe House Crime Impact on Thorpe Estate 2004

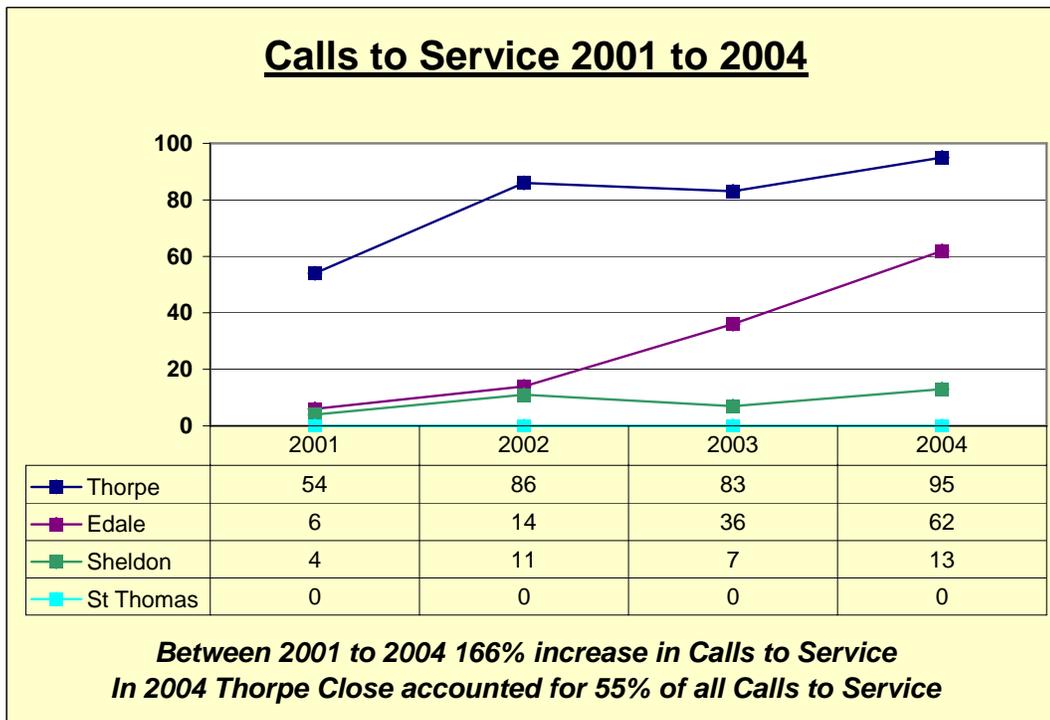


*Thorpe House accounts for 28% of the dwellings on the estate
In 2004 this 28% of dwellings account for 40% of all recorded crime
Only 65% of properties in Thorpe House were occupied*

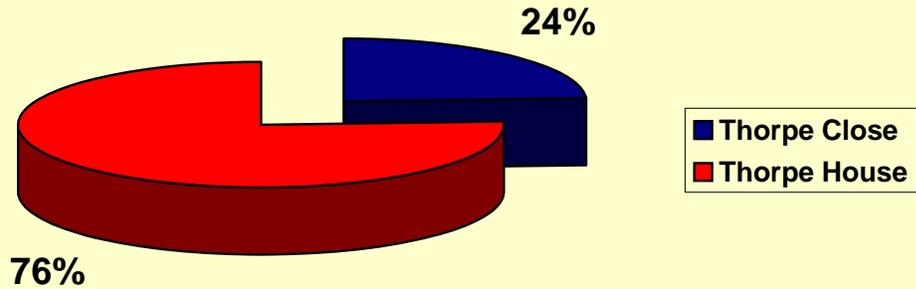
2004 Crime Offences



Police Data Recording Systems – Calls to Service

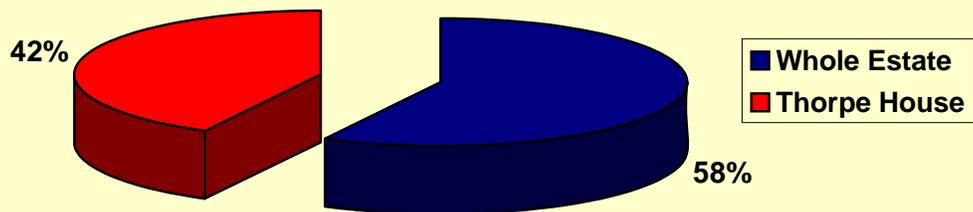


Thorpe House - Calls to Service 2004



In 2004 76% of calls from Thorpe Close related to Thorpe House

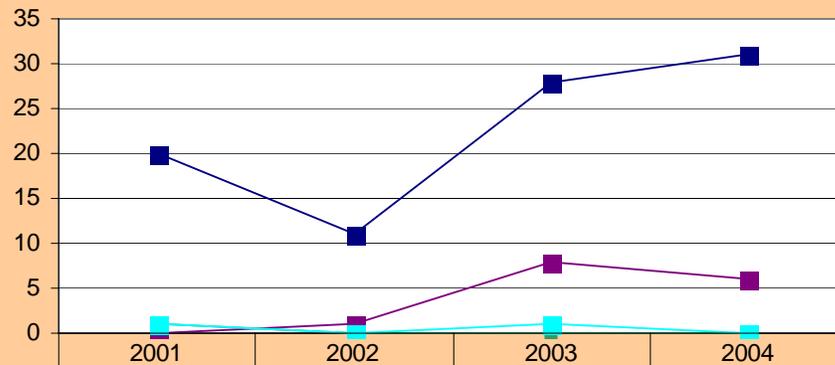
Thorpe House Calls to Service Impact on Thorpe Estate 2004



*Thorpe House accounts for 28% of the dwellings on the estate
In 2004 this 28% of dwellings account for 42% of all calls to service
Only 65% of properties in Thorpe House were occupied*

Police Data Recording Systems – Custody

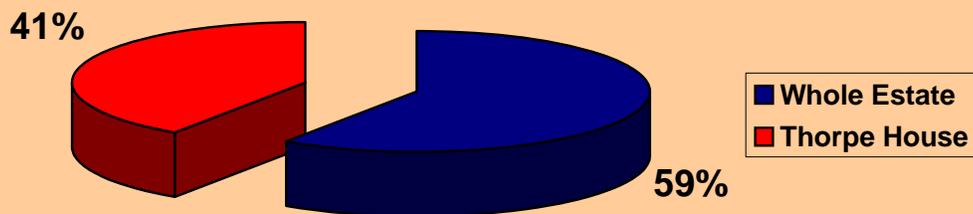
Arrests 2001 to 2004



■ Thorpe	20	11	28	31
■ Edale	0	1	8	6
■ Sheldon	1	0	0	0
■ St Thomas	1	0	1	0

***Between 2001 to 2004 40% increase in arrests made on the area
In 2004 Thorpe Close accounted for 83% of the total arrests made***

Thorpe House Arrests Impact on Thorpe Estate



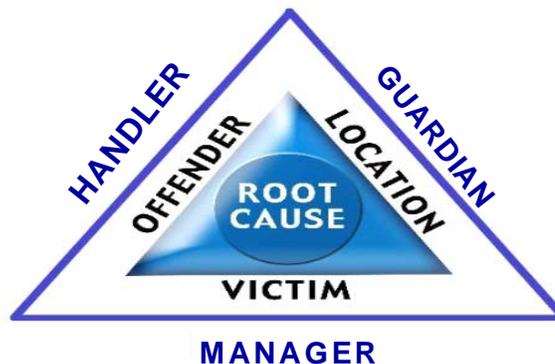
***Figures relate to arrests actually made on the estate
Thorpe House accounts for 28% of the dwellings on the estate
In 2004 Thorpe House dwellings account for 41% of all arrests in the area
Only 65% of properties in Thorpe House were occupied***

Police Data Recording Systems – Intelligence

- Thorpe Close consistently produced the highest amount of intelligence and in 2004 accounted for 70% of the intelligence addresses and 88% of all intelligence reports relating to the estate
- In 2004, Thorpe House accounted for 50% of all the intelligence addresses and 80% of all intelligence reports
- Without exception all the intelligence addresses and reports related to the supply and misuse of drugs

Active criminals resident in the area with criminal convictions was calculated at 19 individuals, of which 15 lived in Thorpe House. This however does not take into account the non-legitimate residents. An example of one tenant had 36 known criminal associates (**Appendix 5**). When all criminal residents and their known associates are taken into account, this gives a picture of a neighbourhood under siege by literally hundreds of offenders with thousands of criminal convictions between them.

Results of the Analysis – Problem Analysis Triangle (PAT)



Features of the Location

- 71 individual dwellings over 4 streets
- Dwellings consisting of houses, one & two bedroom flats and bed-sit
- 4-storey block of 20 dwellings
 - 35% of dwellings unoccupied
- Outdated design of housing & estate resulting in numerous access and exit routes offering concealment of movement (**APPENDIX 2**)
- Buildings in a state of disrepair. Lack of investment and underreporting of damage
- Poorly lit. Inadequate lighting in a state of disrepair
- Adjacent grounds, trees and hedges overgrown
- Reputation of high crime

Features of the Victim

- High fear of crime, siege mentality
- Lack of faith in Police and Community Gateway
- Repeat victims
- Tenants from vulnerable groups
- Community Gateway Staff

Features of the Offender

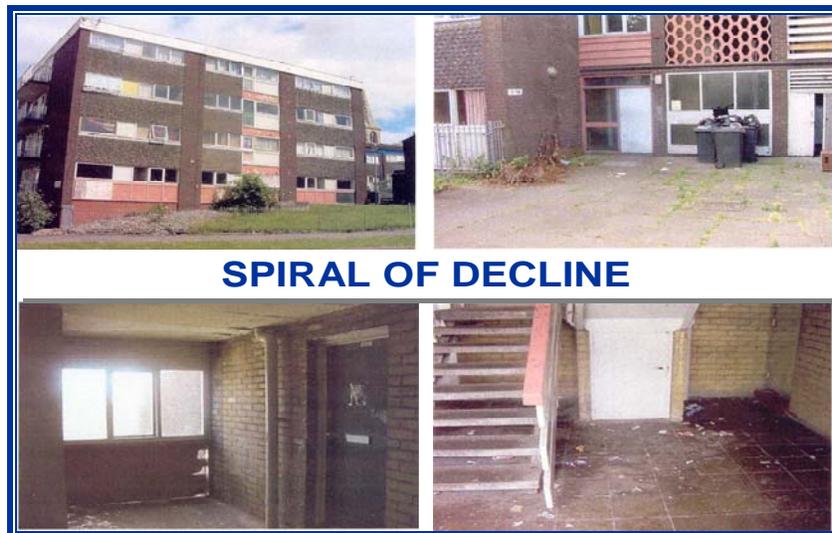
- Tenants involved in criminal activity and anti-social behaviour
- Visitors & associates of tenants attracted to the area
- Drug & Alcohol dependant tenants
- Squatters & non-legitimate tenants

Routine Activity Theory – RAT

- **Location** - No capable guardian was present
- **Offender/Victim** - Lack of an intimate handler to de-motivate offender or intercede on behalf of the victim

Root Cause – Thorpe House

In-depth analysis undertaken confirmed Thorpe House was the Root Cause of this problem. Its location on the estate, poor design, deteriorating condition and restricted natural surveillance provided offenders with an unrestricted opportunity to conduct criminal activity. Non-legitimate tenants thrived in the area and as a result of this the whole neighbourhood went into a rapid spiral of decline. No legitimate tenants were prepared to live in the block or accept tenancy offers. Furthermore although the block was the focus of activity its impact on the whole neighbourhood and the wider community was causing a ripple effect of spreading criminality, disorder and community decline (**APPENDIX 4**).



Project Objectives

1. Results and experiences from the 'Best Practice' POP initiative, 'The Hopwood Triangle' helped set realistic project benchmarks
2. In-depth analysis undertaken for this project would be used to inform the decision making process

Project Objectives



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- **50% Reduction in Crime/Disorder**
 - **Damage, Violent Crime, Burglary, Drugs**
- **30% Reduction in Calls to Service**
- **Reduction in maintenance costs – Damage**
- **Increased Revenue – Voids & Damage**
- **Community Empowerment/Ownership**
- **Reduced Fear of Crime**
- **Multi-Agency Neighbourhood Policing Model**

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RESPONSE

The in-depth analysis undertaken was trusted and provided the necessary framework for actions designed to remedy the problem issues identified. Commencing in November 2003 the work referred to continued up until the point of assessment in December 2005. Policing of the project was undertaken by 3 Community Beat Managers within their routine duties with no additional resources or cost implications.

Partnership and Community

It was vital this project was a work of genuine partnership and key to this was the involvement of the resident community to:

- Identify issues of concern
- Identify problem tenants
- Identify offenders
- Gather evidence and intelligence
- Participate in Environmental Visual Audits

In addition to asking the community for their help and support it was also important to give regular feedback and updates on work undertaken and developing issues. The community engagement needed to be robust, accountable and appropriate. In order to maximise participation a number of methods were used to facilitate the exchange of information. All partners actively sought to encourage community involvement and gradually as trust developed the process became far more representative and honest.

- Weekly surgeries involving Police, Housing and Councillors.
- Monthly 'Windmill Residents Association' meetings.
- Reassurance High Visibility Patrols

Tenancy Issues

Community Gateway set about updating their tenancy records carrying out visits and audits to identify all occupants, legitimate or otherwise, in order to action problem tenancies. With information from community engagement and the Police, the Housing Team were able to identify problem addresses and persons. Each problem was treated on merit and a range of suitable interventions were undertaken, including:

- Enforcement of arrears and tenancy agreements
- Acceptable Behaviour Contracts
- Re-housing and relocation and support based on requirements or vulnerability
- Eviction of problem tenants
- Securing of void property
- Encourage illegitimate occupants to register for housing

Police Enforcement

A robust period of evidence gathering identified problem addresses and persons involved in crime and anti-social behaviour. Appropriate policing interventions were undertaken to address these issues including:

Drug Enforcement-Nimrod

Evidence gathered on Operation Nimrod identified key addresses and persons involved in the supply of drugs

- Drugs warrants obtained and executed
- Arrest and charge
- Conviction
- Imprisonment

- Eviction
- Awareness

Four key addresses and their occupants were successfully targeted, convicted and imprisoned and then evicted from their homes breaking the cycle of drug dealing, sending out a strong message from the Police and the Community.



Information about what we're doing in your community.

Nimrod Kicking out the drug dealers

Cracking down on Class A Drugs Dealers

- Targeting main offenders
- More arrests
- Acting on information YOU provide

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Drug dealers help people become thieves, shoplifters and burglars

If you know a helpful drug dealer and you don't tell the police, guess who you're helping?

DRUGS: IF YOU KNOW SOMETHING DO SOMETHING

Nimrod Kicking out the drug dealers

Lancashire **CRIMESTOPPERS**
0800 555 111
Working in partnership with the police

Lancashire Constabulary
0845 1 25 35 45

This leaflet has been paid for by drug dealers

Targeting Offenders

Offenders active in the area were specifically highlighted, adopted and targeted through the Division's targeting and tasking. This process ensured maximum awareness of known offenders and encouraged proactive targeting of key individuals by response and target teams. This resulted in key risk individuals being arrested, charged and convicted for offences that occurred elsewhere.

Other interventions

- Targeted Patrol
- Acceptable Behaviour Contracts
- Enforce Anti-Social Behaviour -Orders
- Use of bail conditions
 - Conditions of residence
 - Curfews
 - Geographic restrictions
 - Witness protection
 - Report to police station
 - Supervision orders

Police Community Support

- Reassurance patrols by Police and Council Street wardens.
- Environmental Visual Audit
- Crime Prevention Surveys
- Repeat victim identification, intervention and support

Ongoing Assessment and Analysis Informs Responses

Ongoing analysis and assessment showed that together the partners had developed a meaningful working relationship with clear and open communication and effective identification of problem issues. However Thorpe House continued to create serious issues as no sooner had problem individuals been evicted or imprisoned other equally problematic individuals quickly filled the void. In essence the cycle of drug and alcohol misuse and anti-social behaviour was self-perpetuating and required a definitive and sustainable response.

Thorpe House Option Appraisal

Thorpe House was key to the problems and the ultimate success of the initiative would be dependant on resolving this issue. Thorpe House presented a range of problematic issues including its location, design, reputation, and state of repair. The Police were convinced having carried out the analysis together with Gateway that demolition of Thorpe House was the only viable option to effectively resolve the issue as the other options failed to address issues of design, location, natural surveillance and tenant management. To formalise this process Community Gateway undertook an option appraisal and widely consulted to gather supporting evidence for each option.

OPTION APPRAISAL

- **Current Condition Maintained**
- **Refurbishment**
- **Demolition**

The Policing team actively gathered evidence and information to support demolition and lobbied for this option.

However a considerable hurdle, that Gateway had undertaken to preserve all its housing stock, had to be overcome, and therefore a robust argument presenting an irresistible case needed to be built.

It was particularly important that Fiona Fisher a key manager in Gateway had been involved in POP previously with the 'Hopwood Triangle' project and was now immersed in this scheme and trusted the results of the scanning and analysis.

All options were given careful consideration based on their cost, effectiveness and community impact. After careful consideration the decision to demolish was eventually reached based on key supporting facts.

- Properties hard to let and in low demand.
- History of people with anti-social issues accepting tenancies.
- High cost of refurbishment to low demand.
- High void rate to % of properties.
- High void losses and damage
- Unstable tenancies
- Design and position lends itself to crime and anti-social behaviour.
- Slow void turnaround and high maintenance.
- Demolition supports Police crime initiatives and helps design out crime.

Funding

Funding of such an ambitious scheme was an issue but the analysis proved that demolition was the most cost effective scheme to deliver the desired results and as refurbishment would cost well in excess of \$600,000 the cost of demolition at \$224,000 represented far greater value.

The Gateway team handled all the funding bids and using the scanning and analysis undertaken for the initiative a successful bid for Government Single Regeneration Budget finance was made.

An unexpected opportunity arose to rejuvenate the neighbourhood, which hadn't been planned due to budget restraints. Towards the end of the financial year in March 2005, the Government Single Regeneration Budget was showing a declared national under spend and bids were encouraged at short notice for enterprising community projects. If the money was

not allocated within a specific timescale the funding would be lost and returned to Central Government. Able to respond promptly, again using the documentation collated in the scanning and analysis, the team submitted a further bid and in recognition of the project a further \$280,000 was awarded to undertake refurbishment of the remaining housing stock.

Demolition

Prior to the demolition of Thorpe House in March 2005 it became apparent that the funding only provided for demolition of the building and that the foundation footprint of the property would be left in place. An oversight in the funding bid meant its removal hadn't been included in the budget. This funding shortfall created an issue as the footprint would still create potential problem issues and its landscaping and fencing was integral to the initiative.

A site meeting was held and the Police made representations directly to the building contractor, Bramall, appealing for their co-operation in rejuvenating this community. Their response and commitment to the initiative and partnership working was instant and unequivocal. As recognition of their involvement in this community based scheme they agreed to remove the remaining footprint of the demolished property, reinstate the area as soft landscaping and recycle existing iron railings on the estate to provide perimeter fencing. All this work was undertaken freely without further cost implication resulting in a cost saving of approximately \$30,000.





The resulting housing layout was transformed into 3 distinctive streets with the sole access route from St Thomas Street and benefiting from increased natural surveillance. Local

community forum budget funding provided fencing to key areas identified on the site to reduce unwelcome access and increase security. The area was then given a clear up by the partners and community before a final landscaping and programme of grounds maintenance.
(APPENDIX 3)

Resident Participation

Having been awarded the extra \$280,000 funding Gateway then set up a 'Scheme Panel', which consisted of Gateway, Bramall Construction and 3 local residents from the estate who met to discuss how the money would be spent. Local residents were now having a say in the management of their neighbourhood.

A number of residents from the neighbourhood were then employed by Bramall Construction as part of this scheme and have been retained as employees.

ASSESSMENT

The assessment is based on the project life of 2 years. The figures and outcomes have been calculated up to year-end 2005 and set against initial project objectives.

Crime

A key objective of the initiative was crime reduction, with overall crime levels and reduction in key crimes given priority. The project showed significant reductions in key crimes despite reinvigorated attitudes to reporting.

ASSESSMENT - Crime

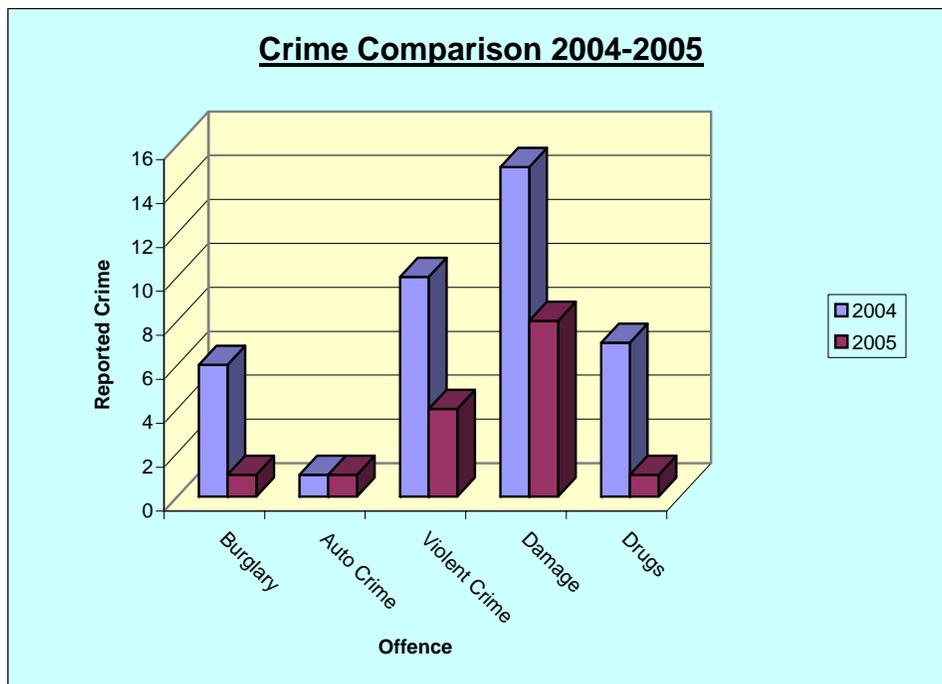


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police and communities together

- **55% Reduction in Overall Crime**

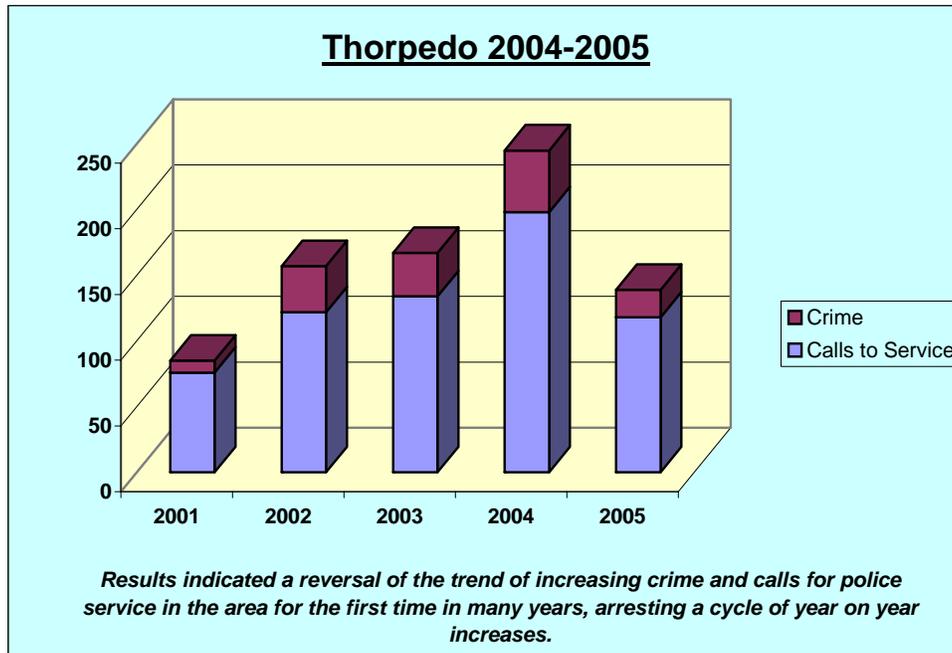
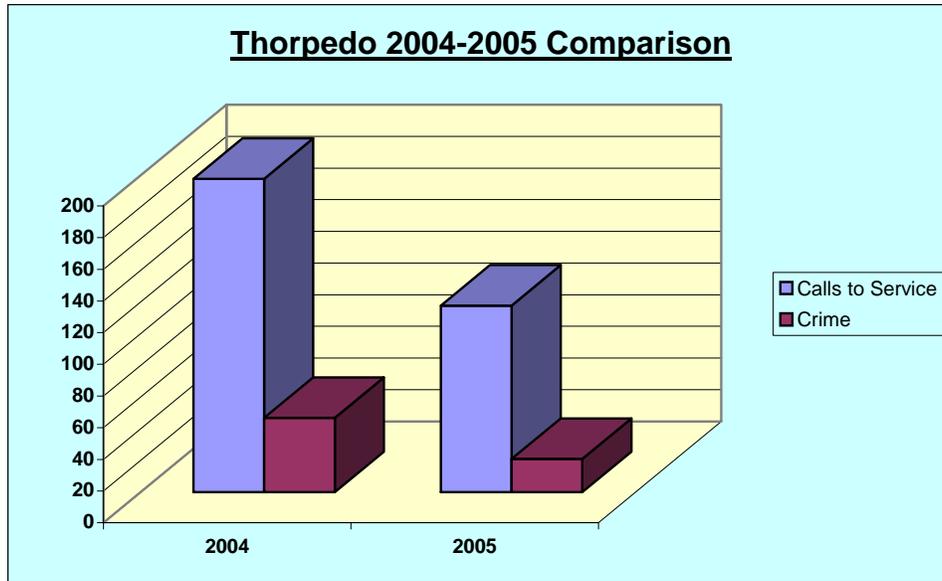
- **47% Damage Reduction**
- **60% Violent Crime Reduction**
- **83% Burglary Reduction**
- **86% Drugs Reduction**

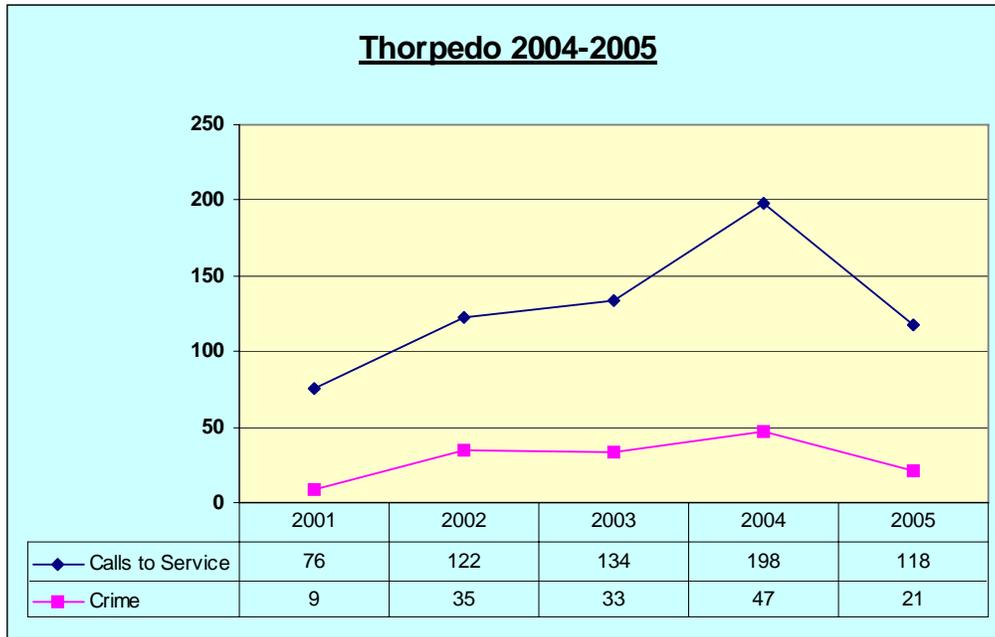
police and communities together



Calls to Service

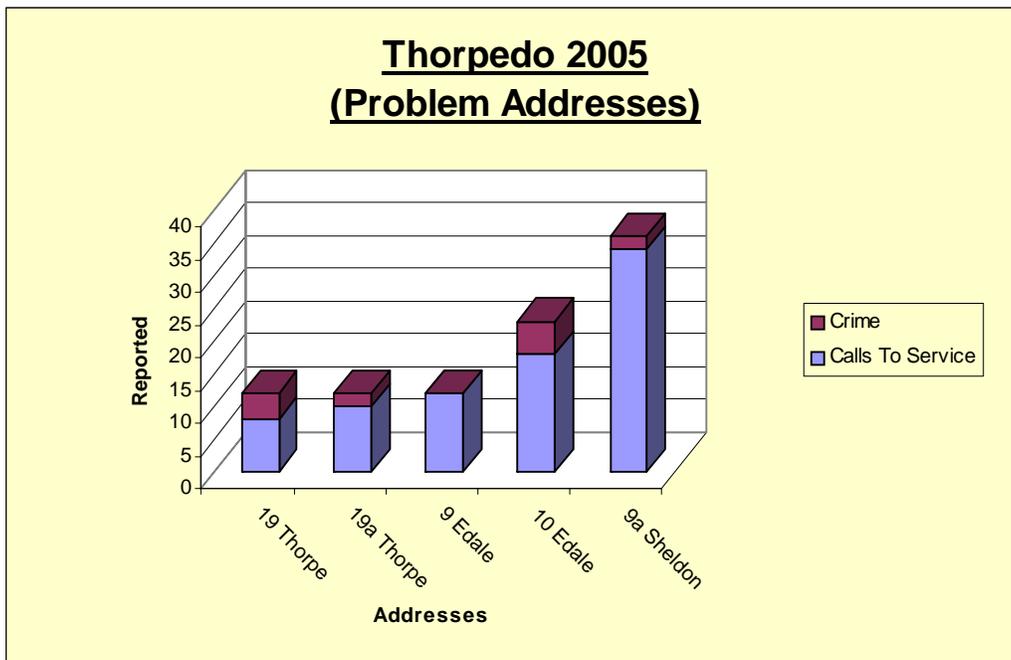
Analysis had identified a disproportionately high number of police calls to service to the Thorpe area. It was vital that these were reduced to a more acceptable level for a housing development of this size and type. However all partners worked to build community engagement and empowerment. With a history of large scale underreporting of incidents and crime the partners endeavoured to encourage a far more proactive and robust attitude to reporting. Despite evidence of reinvigorated attitudes to reporting, from attendance at the weekly surgeries and Windmill Community Association Meetings, a reduction of 40% in all calls to service was recorded.





SARA..ARA..ARA..ARA..ARA

Revisiting the analysis revealed that there were 5 key addresses in the area, which hadn't previously been highlighted as being particularly problematic. These addresses accounted for 67% of all reported crime and 70% of all calls to service in 2005.

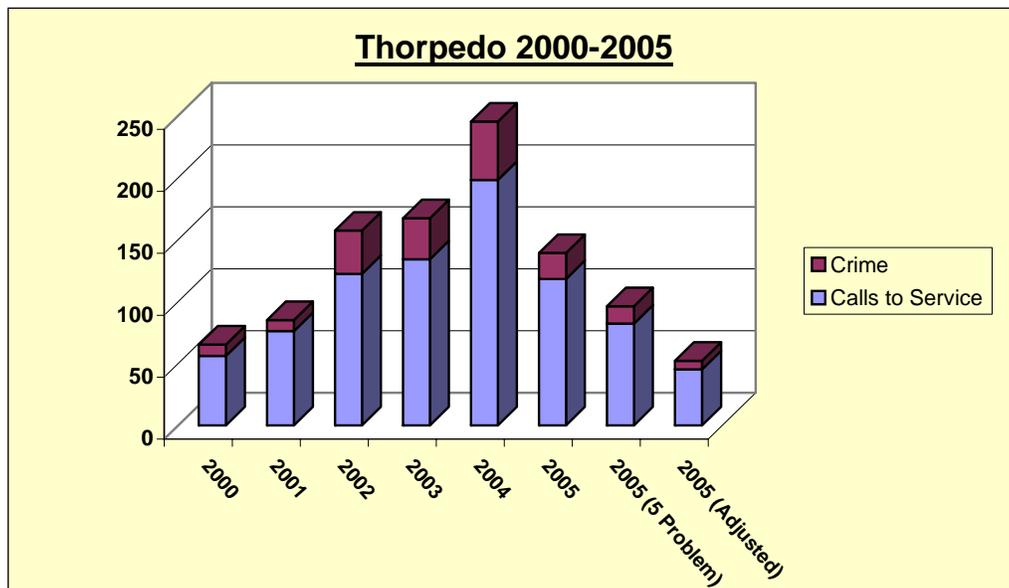
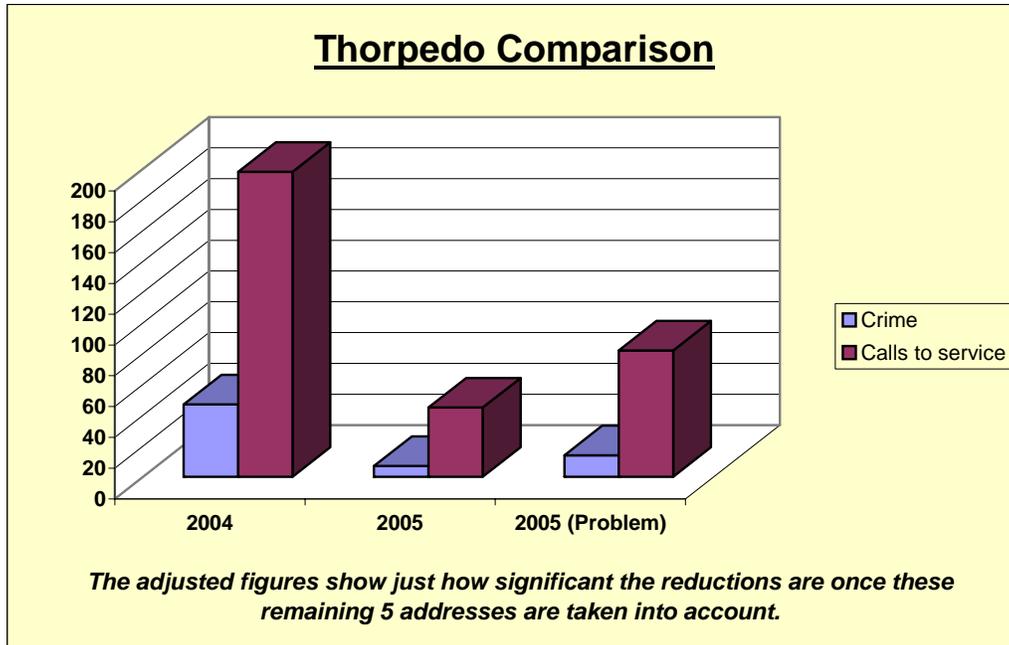


A retrospective look at these addresses revealed that contrary to the overall trend there had been a significant increase in calls to service. One particular address 9a Sheldon Court

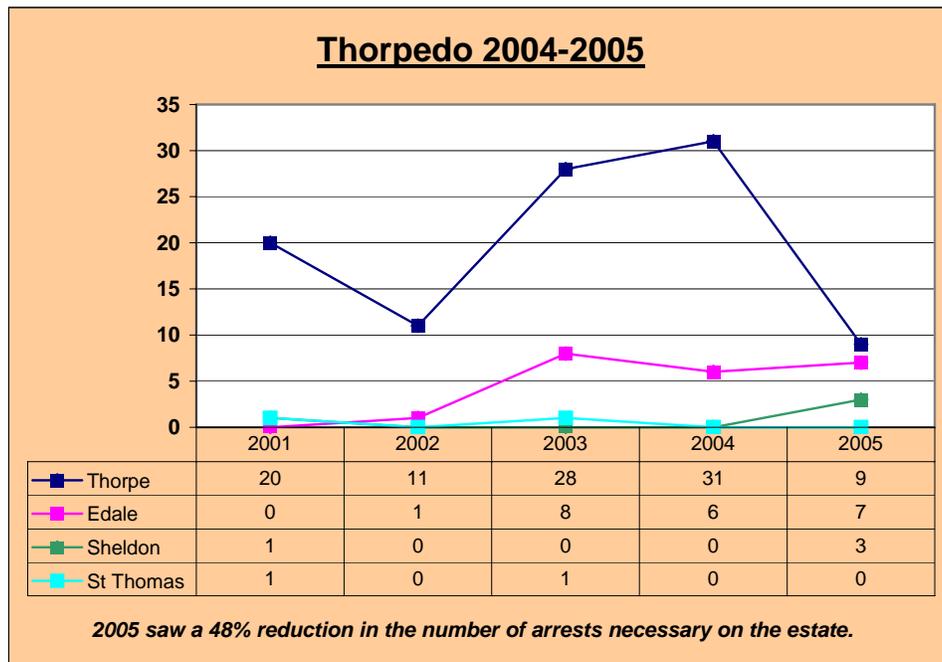
accounted for the majority of calls of service on its own and experienced an incredible 385% increase in calls.

Two tenancies had changed hands during the project however none of these addresses were identified as impacting on the community's wider concerns. Individuals at these addresses had been experiencing their own personal problems arising out of issues such as domestic violence, mental health and alcoholism. Having highlighted these issues it will be possible to carry out any necessary multi-agency interventions to offer help support and solutions and further reduce crime and calls to service.

Disproportionate impact of these addresses



Enforcement Activity



Community Gateway

Community Gateway, a social landlord, is in the business of providing housing. It is vital that it operates as a viable business ensuring sufficient rental income to cover all operating costs. The problems experienced on Thorpe of falling rental incomes and spiralling costs of damage repair and administration proved to be a significant drain on resources and proved to be Gateway's worst housing stock in Preston.



**Community
GATEWAY
Association**
Developing neighbourhoods in Preston

ASSESSMENT 2005
ALL PROPERTIES OCCUPIED
& REVENUE SECURED



**Lancashire
Constabulary**
police and communities together

- REVENUE SECURED
- HOUSING OFFICERS ROUTINE PLANNED VISITS ONLY
- HIGH DEMAND FOR TENANCIES (RE-LET WITHIN 2 OFFERS)
- CARETAKER WEEKLY CHECKS ONLY
- UPDATED TENANCY LIST
- ONLY 1 TENANT ENGAGED IN ANTI-SOCIAL BEHAVIOUR
- ENFORCEMENT OF TENANCIES
- 30% OF REMAINING TENANTS RESIDENT IN EXCESS OF 5 YEARS
- REDUCED MAINTENANCE COSTS
- OPERATING PROFITABLY & WITHIN BUDGET

REDUCTION IN DAMAGE • ACCOUNTABLE DAMAGE CHARGED TO TENANTS • NO UNACCOUNTED DAMAGE TO PROPERTY

police and communities together

Displacement

- Legitimate tenants from Thorpe House re-housed and supported within Thorpe estate

Problems Encountered

- Initial lack of ownership by Gateway
 - Staff retention issues – 32 staff in 18 months
- Initial Community mistrust and apathy
- Private ownership of one of the flats in Thorpe House (compulsory purchase-owner abroad)

Why did it work?

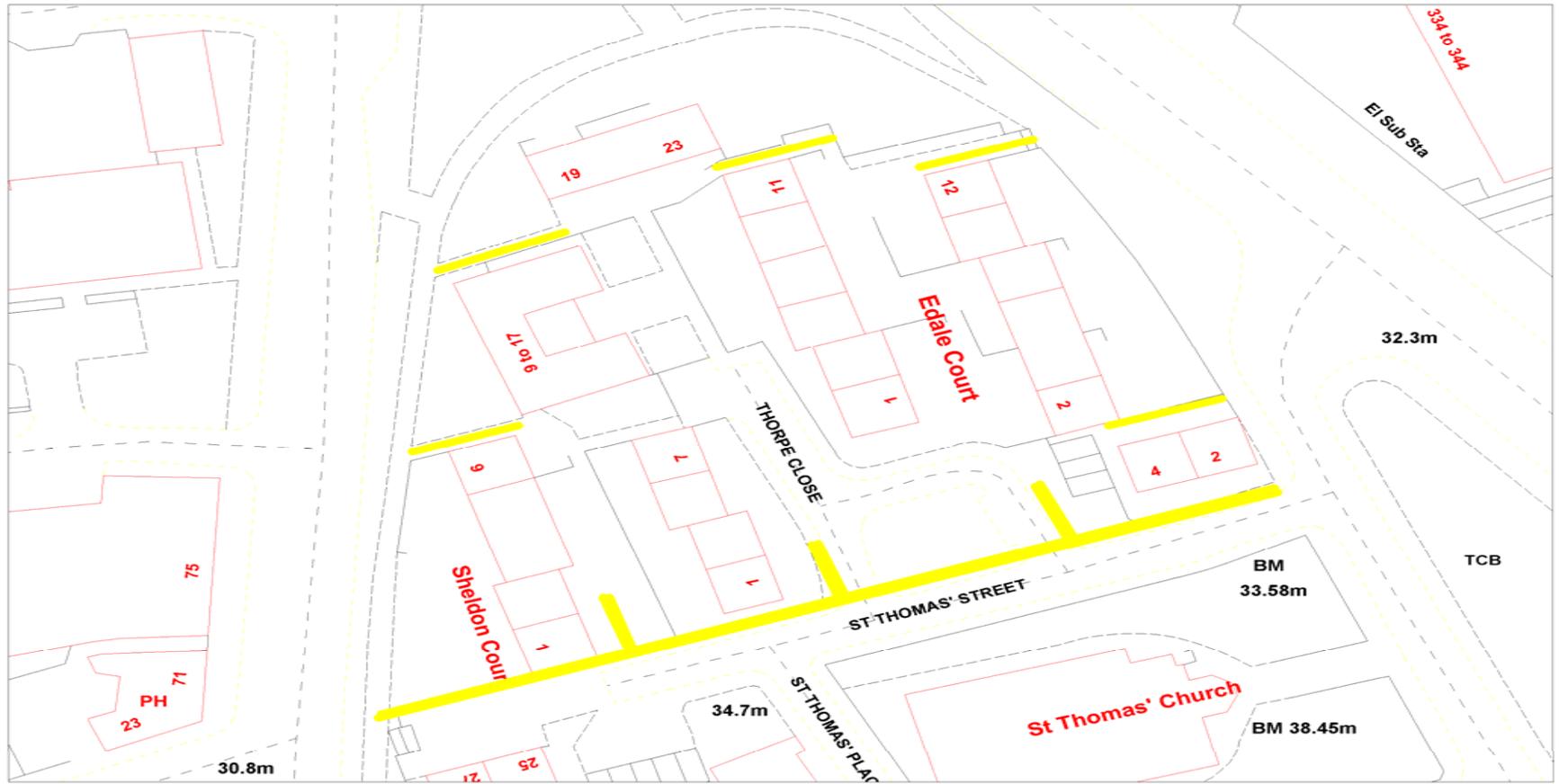
- Trust in application of POP process (Police & Partners)
- Breaking cycle of Problem tenants & Associates
- Demolition of Thorpe House
- Redesign of access and use.
- Proactive tenancy management.
- Partnership working
- Adoption of Neighbourhood policing

Conclusion

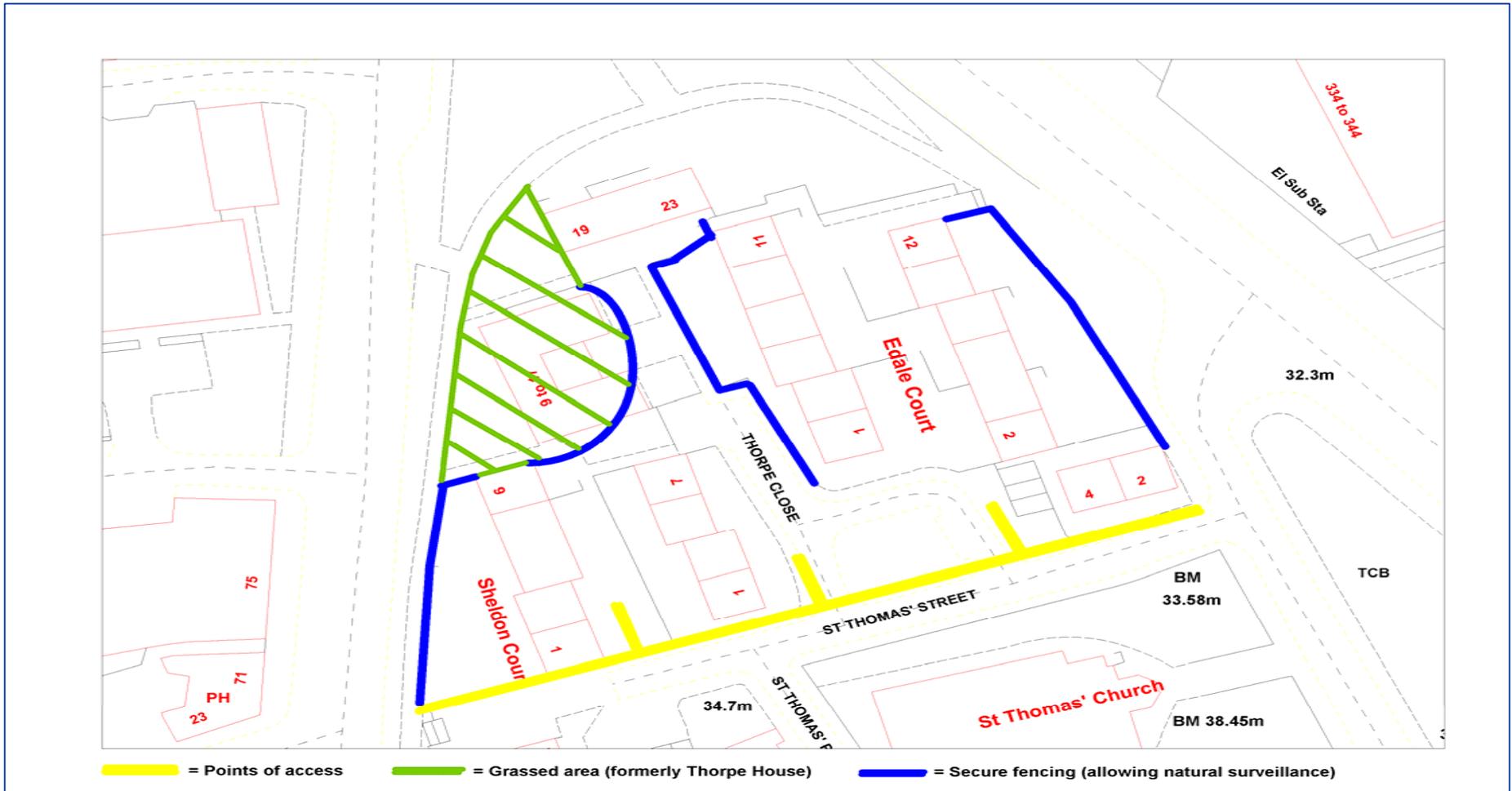
A community destroyed by a cycle of damage, neglect and the fear of crime, the residents of the Thorpe area had lost all faith in the police and Gateway. Everyday occurrences involving drug dealing, violence and anti-social behaviour were going unreported and unresolved. The adoption of a multi-agency neighbourhood policing partnership set about identifying and tackling the root causes and underlying issues in close consultation with the community. Headline reductions in crime and restoration of Gateway revenue are only part of the story. The true success of this initiative has been the rebuilding and empowerment of a community and the creation of a genuine neighbourhood policing team.

APPENDICES

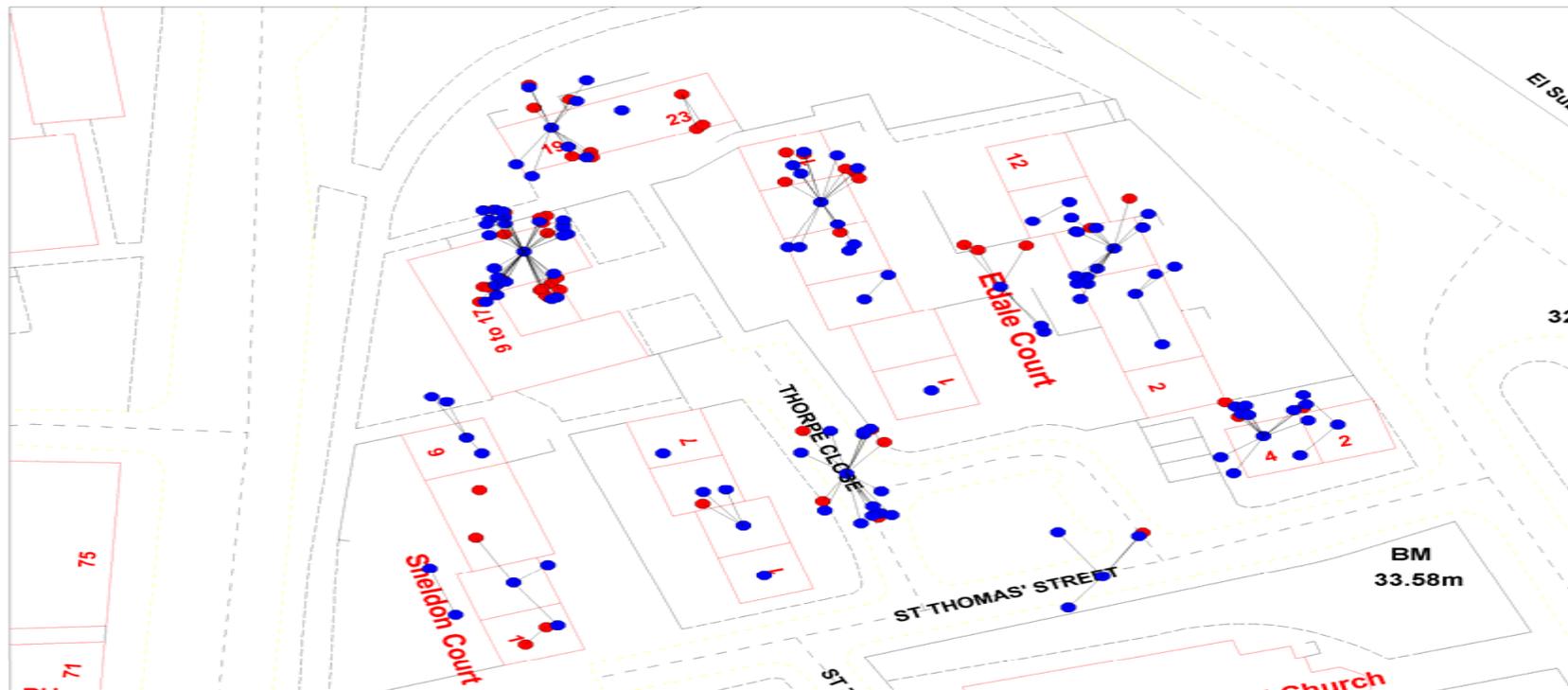
- APPENDIX 1*** - ***Thorpe Estate***
- APPENDIX 2*** - ***Points of Access***
- APPENDIX 3*** - ***3 distinct streets***
- APPENDIX 4*** - ***Calls to service***
- APPENDIX 5*** - ***Association Chart***



APPENDIX 2 – Points of Access



APPENDIX 3 – Creation of 3 distinct streets with 1 dedicated point of access

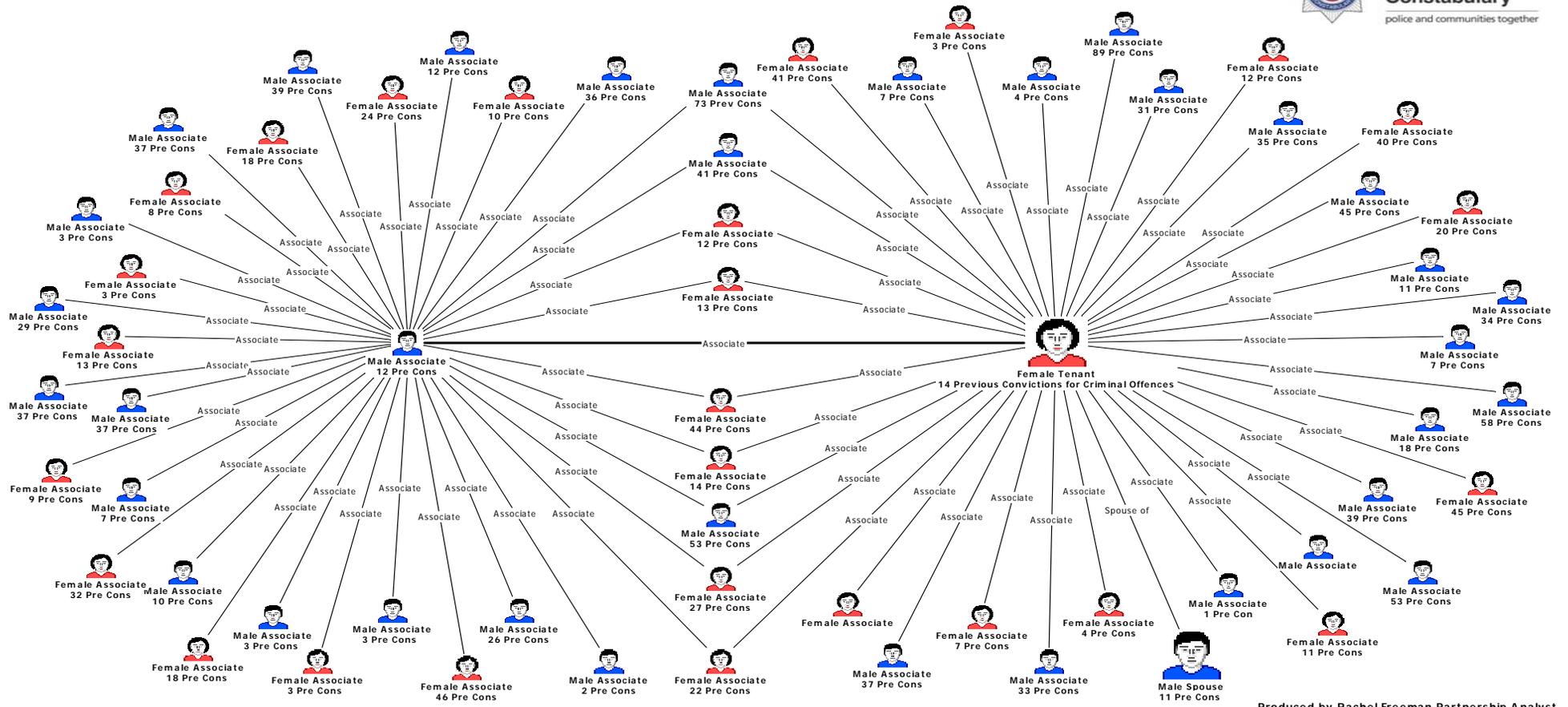


Calls to Service 2003



Calls to Service 2004

APPENDIX 4 – Calls to service on Thorpe Estate



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APPENDIX 5 – Association Chart

AGENCY & OFFICER INFORMATION

- This problem solving initiative was initially developed and implemented by three Community Beat Managers. As the initiative progressed officers from other departments became involved in certain aspects of the project.
- Two of the three Community Beat Managers responsible for the project have considerable problem oriented policing experience and have previously been Goldstein finalists. The third member of the team had very limited knowledge in relation to POP at the beginning of the project. However, by it's conclusion that officer had gained a working knowledge of executing a POP project and was an integral part of the team. Lancashire Constabulary provides support and guidance in all problem-solving initiatives and is committed to Problem Oriented Policing.
- Officers are encouraged to undertake problem-solving initiatives to tackle medium to long-term problems. In 2006 Preston division introduced its own POP awards to celebrate the many examples of good practice.
- A number of resources and guidelines were used and consulted during the management of this project including:
 - 'The Hopwood Triangle' – 2004 Goldstein Finalist
 - Using Analysis for Problem-Solving – COPS Guide
 - Become a Problem-Solving Analyst – Ronald V Clarke & John Eck
 - www.crimereduction.gov.uk/toolkits
 - www.popcenter.org
- No problems or issues were identified with the Problem-Solving Model
- The project was implemented and managed by three Community Beat Managers, in partnership with Community Gateway, as part of their general duties. \$504,000 of external funding was received to carry out the demolition of Thorpe House and refurbishment of existing properties. There were no other financial resources incurred.
- Project Contact Persons:

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