

THE NEWBOLD PROJECT

KI LAMANJARO

* **The Newbold Project - Kilimanjaro**

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THE NEWBOLD PROJECT KILAMANJARO

SUMMARY

The nature of the problem was a social housing estate comprising of Local Authority, Housing Association and Private Landlords; where crime, intimidation and depravation was high. It consisted of a part non sustainable community with high unemployment and depravation. It suffered from a high turnover of tenants, burglaries, theft of and from motor vehicles, disorderly behaviour and intimidation.

The crime pattern analysis system at Rochdale Police Station was used to highlight the current crime trends on the estate and past crime history of the area.

Close liaison with the Social Landlords gave a wider picture in relation to a wide variety of problems tenants and residents were facing, including recurring problems.

The Racial Equality Council were also consulted in relation to issues which had been reported to them directly.

Residents were surveyed directly in relation to issues which had a direct impact on their day to day living in the area, with respect to crime. Local Councillors were visited and information from their surgeries gleaned.

A programme covering several weeks was put together using a number of specialist departments within the Police Force, together with several partner agencies both from the Local Authority and Private Sector.

Each phase was directed at a specific issue.

The first phase was to visit each address in the target area with a leaflet requesting residents to inform the Police of issues or problems with crime. Once this had been collated, the second phase was put into action, this consisted of high profile policing together with each department having a specific responsibility in relation to an area of their expertise.

This was followed by a burglary reduction programme.

The next phase was directed at the Social Landlords who had agreed to enforce all breaches of tenancy conditions through the Civil Courts.

The Police looked at education both of children and adults. The next phase which concentrated on working with the youth in the area.

The final phase was to reiterate the role of their Community Officer and raise his profile, allowing the Officer to build on the foundation created by the project.

The impact has been extensive. Crime has reduced across the board, there is a much more stable community and the Police have established better links and contact with the community who now appear to have more confidence in the Police.

THE AIM

The aim of this project was initially to listen to the residents of the area and then adopt an approach which would raise the confidence of the Community in the Police. This was to be a joint initiative with other statutory agencies in reducing crime and the fear of crime.

This document will show the processes used in defining the problem and the resultant action. It must be stressed that although the initiative was to initially run for several weeks the project is still continuing and is in fact a foundation for problem orientated policing.

THE PROCESS

The first process was to identify the problems, this was achieved by involving the community both directly and through the housing organisation. A leaflet was produced, Appendix B, by the Police and delivered by an Officer with an explanation, although this was staff level intensive, the benefit it was felt outweighed the cost. This was direct interaction on a one to one basis between the Community and Police. In addition the housing association employed a team of researchers to work with the community in relation to all aspects of living in the area including issues around crime. Again this was invaluable information obtained through questionnaires relating to first hand experience by residents.

The housing association provided information relating to the make up of the community, ethnically, size and geographic area.

The education department provided information relating to truancy. The youth service held information about activities involving young people that were running or planned.

These problems were being addressed due to the fact that the residents were unhappy in the way their estate was developing and the lack of law and disorder that was developing amongst the Community. This was further exacerbated by bad press. The Community Officer was on long term sick leave and as such a new Officer was identified to take on the role. It was an excellent time to address the issues of concern. Albeit the Community Officer was not on the Estate the Community Sergeant continued to liaise with the Housing Officers on the area and more importantly was part of the Newbold and Waithlands multi agency group which met on a regular basis. This forum was an excellent venue to collate information about the area from a number of agencies both statutory and voluntary. This group was the key to identifying a number of the problems.

INFORMATION

The above information was collated and analysed against crime pattern analysis obtained from intelligence held at Rochdale Police Station. This enabled the Officer in Charge to detail specific problems in specific areas between specific times:-

Key Problems

1. Intimidation
2. Burglaries
3. Theft of motor vehicles
4. Anti social behaviour
5. Drug dealing

PROBLEMS

The **team** consisting of local Area Officers, now had a number of problems to address. Each problem was analysed individually in relation to obtaining further detailed information, which led to the identifying of a number of target suspects in addition the response team looked towards other agencies, allowing a broader use of solutions to be considered.

Information from Crime stoppers and residents suggested that a number of local youths were responsible for the burglaries and vehicle crime, however local residents were afraid and not confident enough in the Police to come forward with direct evidence.

Repairs reported to the Local Housing Officers were also studied as there were instances when residents did not report the crime to the Police but nevertheless required the damage replacing.

This in itself indicated that the problem in relation to burglaries was worse than the actual number reported to the Police. This was only achieved by working very closely with the Housing Department of the relevant social Landlords.

This again showed the importance of surveying the residents by distributing the leaflets and speaking face to face. The one to one interaction was vital in defining the true extent of the problems.

From Data held in the CMU at Rochdale it was apparent that burglaries were predominantly committed late afternoon early, evening. However this information alone did not provide specific information as to why this time period was active.

This is where the POP solution came into its own. As can be seen from the response stage phase one of the project was to distribute leaflets (Appendix B) within the target area and at the same time speak face to face with the residents.

The result of this was a plethora of information that came from people living in the target area, information that the Police or other agencies had not been privy to. Previous information relating to suspects and their particular modus operandi, the fact that people

were employed as look outs with scanners logging calls and response times by Police. Movement of CCTV cameras and details of how goods were being fenced. Also details were given as to how local criminals used the Geography of the area to their advantage and poor security on certain windows.

This information allowed the team to target specific resources with the relevant equipment to address this issue.

Some of the response was immediate such as the providing of encrypted radios for the Officers, the use of mobile phones and the employment of private security to monitor the cameras specifically within the Guinness Trust Estate. In addition the deployment of Officers on foot patrol within the high risk target time allowed a much quicker response.

The local area Officers were deployed at the times identified from the information analysis, support was utilised with specific objectives in mind, for example the role of the Mounted Section was to liaise with the Community and update them as the initiative progressed. This enabled the approach to be flexible and thus continued to address the correct issues. This **was** further supported by a system of feedback sessions held at the Housing Association offices. This enabled the team to revisit the earlier research and if necessary alter the response.

An issue which featured highly throughout the consultation with the Community was the number of burglaries on the Housing Association Estate.

RESPONSE

Over recent years a number of initiatives have been implemented by various departments within the Police at Rochdale. In the main these have been in response to rising crime figures and trends. The initiatives have been focused on information provided by the local CMU and crime that has been reported.

During each initiative the short term results have been promising. Recorded crime decreased public confidence is increased and the status quo is maintained. However, as time passes the issues that were tackled begin to emerge and once again the Police find themselves creating another initiative.

This project has been formulated as a result of studying each initiative and collating the common factors. This has resulted in a change in policing style which hopefully will be more effective and more customer focused. The project is a culmination of various agencies and community involvement, where by a committed problem solving approach is to be instigated. Each agency will have a defined role, thus focusing their expertise in an effort to firstly identify the underlying cause of the problem and secondly implement a strategy to address the issues.

The project began with a number of consultation meetings with the Local Authority Housing Officers for Newbold and with Officers from private Housing Associations. There are three main Housing Associations.

1. Local Authority 450 properties
2. Guinness Trust **445 properties**
3. Asiana Housing **55 properties**
4. St Vincent's Housing 45 properties

During these meetings information was collated in relation to issues that were of concern to tenants and housing officers. This information was analysed with intelligence held at the CMU at Rochdale in an effort to identify and target problems.

The project includes consultation throughout the period with all agencies and the community thus enabling flexibility in the approach.

INFORMATION

Newbold has been identified for the project due to the high density and diversity in population. Public concern is high in the areas of crime and intimidation.

Analysis of information and intelligence has identified, burglaries, theft of motor vehicle and youths causing intimidation's as the main concerns of the community and agencies such as the Housing Authority, Housing Associations, Racial Equality Council, Victim Support and Residents and Tenants Associations.

The area to be covered by the project is outlined as per Appendix A.

INTENTION

The project is to run for a period of several weeks commencing on Monday 21st June 1999 concluding 8th August 1999. The agenda is structured and each agency has its role and responsibility to the project.

The initial aim of the project is to listen to the community and raise it's confidence in the Police and statutory agencies, This is to commence in week commencing 21st June 1999. From this date onwards each resource within the Police Service will be detailed in duties as are outlined in the next phase (Method) consisting of targeting offenders.

This is to be followed by a joint **approach** with all agencies in a burglary reduction scheme.

The next phase will involve Housing Authority legal sections in the enforcement of civil legislation relating to breaches in tenancy conditions and applications for injunctions. This phase is followed up by youth work in the community and education.

Concluding with the retargeting of offenders.

The Sub-Divisional Support Unit are to execute all search warrants relating to drugs. Particular attention being paid to suspected suppliers and users within the target area.

CID are to work in conjunction with all departments focusing their resources on visits to all licensed premises within the target area and any used in the surrounding area by local criminals from Newbold, in an attempt to identify any criminal activity taking place within such establishments.

The Tactical Aid Unit are to supplement the work conducted by the Area Office in relation to high profile policing of the area during periods when the Area Office will be absent.

Scenes of Crime Officers are to attend each burglary, recovered stolen motor vehicles within the target area during the period of the project, any follow up enquiries will be conducted via the Area Office.

Dog Section, will be requested to be on duty and available during phase 2 to respond to any incident requiring their assistance.

The Traffic Unit will be responsible in targeting all disqualified drivers within the target area and be available to deal with any traffic related crime.

Prior to the commencement of this project each department should be in receipt of this order and a package containing a comprehensive history of all targets and addresses.

It is imperative during this phase that close liaison is maintained throughout this period. Each department had nominated a Liaison Officer (Appendix E).

A daily briefing will take place in the Area Office at Rochdale during this week as per (Appendix F).

Phase 3, Week 3. 12th July 1999

This week is devoted to the burglary reduction programme, which is a multi-agency approach to crime prevention.

During this week several teams of two personnel will be formed consisting of one Police Officer and one Local Authority or Housing Association Officer.

The intention is to visit an area identified within the target area and visit each address. A crime prevention survey is conducted and where necessary security measures are increased within that home.

Homewatch schemes are to be developed within the target area and foster good relations between the community and Police.

Phase 4, Week 5, 19th July 1999

During this week Police activity will in the main be high profile policing by the Area Officer and Special Constabulary. The night team will be tasked with theft of motor vehicles and from motor vehicles within the target area.

The Local Authority and Housing Associations will commence civil proceeding against tenants who have breached any tenancy conditions, this will consist of eviction notices, injunctions and warnings.

The Schools Liaison Officer is to visit Primary Schools (As per Appendix G) and deliver input on crime and drugs. This will be followed by a Drug Awareness Programme by PS Burton Community Development at a venue to be fixed for parents within the target area. During this week the Education Authority will provide truant Officers in the area to **assist**.

Victim Support and the REC will carry out visits to identified addresses which will have been highlighted as a result of Phase 2.

Phase 5, Week 6, 26th July 1999

This **week is** the commencement of sports activity week, which is co-ordinated by the Area Office at Rochdale and the Local Authority Community Safety Section.

Youths from the target area will be invited to participate in a week of organised sport activities. The aim being to steer potential annoyance caesuras to channel their energies in a constructive pass time. Also during this period the Local Authority Youth Workers and privately employed Youth Workers will be working closely with the Youth and Police on a number of activities organised over the Summer period.

Phase 6, Week 7, 2nd August 1999

Once again a high profile presence will be made targeting previous offenders and addressing any new intelligence or information coming to light as a result of the previous phases.

The benefit of this further purge will be to identify and apprehend any targets who remained dormant in the initial stage of this project, thus reassuring and maintaining the confidence of the community.

Phase 7, Week 8, 9th August 1999

Co-ordination of prosecution both criminally and civil are a vital part in following through actions taken and working in partnership with other agencies this will be monitored by PS Mir who will be responsible for maintaining liaison and working together with the other agencies.

The Area Officers and Special Constabulary will continue to patrol the area in addition to A Scale during their overlap period in this week.

ADMINISTRATION

The project will be supervised by PS 7744 Mir, Officers engaged during the project will be briefed on a daily basis in relation to the progress of the project and any up to day to intelligence received during the project.

The Area Office at Rochdale will be utilised for briefings and will be the co-ordinating point for the duration of the project.

Details of all targets and intelligence will be available from this office.

All stop checks must be completed and submitted prior to completion of duty.

The CMU at Rochdale will provide daily statistical information regarding key crime activity within the target area and monitor any trends that may be developing.

Overtime will be assigned to an overtime code (3521) via the Area Office at Rochdale.

During weeks 21.06.99 - 26.06.99

05.07.99 - 11.07.99

12.07.99 - 16.07.99

And 02.08.99 - 06.08.99

The personnel carrier R313 SVM will be utilised by staff **engaged** on this project.

COMMUNICATION

Encrypted radios will be used during phase 2, week 05.07.99 - 11.07.99 and 02.08.99 - 06.08.99. A base station will be erected within the target area. In addition the high profile unit will be in possession of a mobile telephone through which contact from the AOR should be made.

The CCTV system at Guinness Trust will be monitored throughout these weeks and contact will be established between the operators and high profile unit via mobile telephone.

CONCLUSION

The success of this project is dependant on co-operation between departments within the Police Service and liaison with other agencies working within the target area.

It is incumbent upon all Officers within the Sub-Division to assist in whatever way possible. If any Officer has information or intelligence that may be of any assistance, it should be **forwarded to** PC 8544 Watson as soon as **possible**.

It is important that positive action is taken when public confidence is low. I would ask that all Officers give their full co-operation and appreciation during the course of this project. The long term response was applications to the local planning office to cut off certain pathways which were used as cut through by criminals to avoid apprehension. The personal interaction between Police, residents, Community Safety and the Housing Associations; prompted money being provided by the Housing Associations to improve window security by providing decorative grills for the windows.

SUCCESS

It must be stressed that the response stage has not in all cases had an immediate effect and as such long term evaluation is needed. For example youths initially causing annoyance leading to intimidation was dealt with by initial advice, warning under the Harassment Act, tenancy condition breaches where applicable under the Housing Act, involvement of Youth Services with the aim of channelling their energy in to more constructive pastimes, possibly later leading to employment. Where necessary prosecutions were instigated. The above system was applied to each problem resulting in the situation being addressed short, medium and long term.

However for evaluation purposes a number of criteria were set to gauge the success. These were number of key crimes prior to the project and reported crime not only after the project but continue to monitor, for several months after. Turnover of tenancies was another criteria together with the number of voids within the estate. The third criteria was the number of racial incidents in the area.

The above was chosen due to those issues featuring highly as areas of concern to the residents and statutory agencies.

The majority of these incidents were reported directly to the Police in relation to key crimes, however the local REC were invaluable in providing information which had not been reported in the first instance to the Police. This in turn provided a truer picture in terms of success achieved.

As previously mentioned not all the responses have been evaluated, as these will be long term, however several of the aims have been achieved by the response made, these have included a dramatic reduction in the number, of burglaries and repeat victims. The figures for all key crime have shown an average reduction some greater than others. More importantly the Community has become more stable and settled, voids are low and there has been a significant reduction in tenancy turnover.

Most of the evaluation was done statistically through the Crime Management Unit as it was the statistics from there that assisted in defining the problem. However problems relating to the social structure of the estate was evaluated through the respective Housing Offices. Surgeries were held in the area to monitor responses of residents first hand.

The multi-agency forum was able to provide feedback from all the agencies in relation to how residents now felt about the area they lived in and what improvements there had been.

There was also a large amount of intelligence that was gathered during the project together with offenders arrested, however this data was not specifically used in the evaluation process as it fluctuated considerably depending on each phase of the project.

This was a new structured approach the Area Office had used to combat a problem. The service has adopted this through the crime and disorder strategy which is produced in conjunction with other agencies.

Distant learning packages were made available through the Force library together with Police research group documents and Home Office briefing notes.

The structured package put to Officers encouraged them to take ownership of the problems with the intention of achieving a positive result.