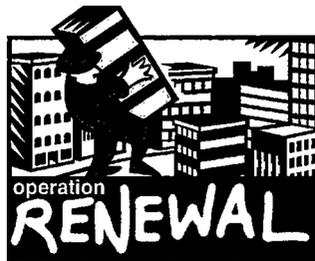


Operation Renewal



(Application for Tilley award 2002)

Category:	Crime and disorder reduction
Priority area:	Anti social behaviour
Endorsing Officer:	Mr D Wilmot Esq QPM DL Bsc Chief Constable
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D. Wilmot Esq QPM DL BSc
Chief Constable



GREATER MANCHESTER POLICE

Ms Tricia Perkins
Tilly Awards
PRCU
Clive House (Room 415)
Petty France
London
SW1 H 9HD

Our ref: MH/CHW/
Your ref:

20th May 2002

Dear Ms Perkins

THE TILLY AWARD 2002

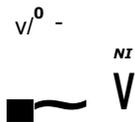
I have great pleasure in forwarding to you "Operation Renewal" as an entry from Greater Manchester Police for The Tilly Award 2002, Crime and Disorder Category.

"Operation Renewal" is an excellent example of problem solving in action which has drawn together all sections of a community to achieve a significant decrease in crime reduction. I have no hesitation in endorsing this entry.

Yours sincerely

Chief Constable

Enc



Awarded for excellence

INVESTOR IN PEOPLE

Summary - Operation Renewal

Wythenshawe, South Manchester, is a subdivision of the Greater Manchester Police. It covers 22.5sq.km. Two of its six wards (Benchill, Woodhouse Park) fell in the top 1% of the most deprived wards in England (DETR 2000) and Benchill was considered the most deprived ward in the country.

During the period between 01.04.00 - 31.03.01, 10,885 crimes and juvenile nuisance complaints were reported. Analysis of these incidents revealed a predominance in areas where there were shopping parades.

The issue of anti social behaviour and crime around Wythenshawe's neighbourhood shopping parades has been a perennial problem. Combating it, has over the years, absorbed the time and energy of an enormous number of different agencies.

The areas have become run down architecturally, displaying obvious signs of neglect through vandalism and graffiti. Poor lighting, unaccountable management and void properties coupled with the availability of alcohol create a magnet area for youths. They in turn can become either the victims or perpetrators of crime.

The cumulative negative effect of all these factors and others result in a reduction in use by the local community due to an increased fear of crime. This circle of decline then becomes self perpetuating.

This report outlines Operation RENEWAL; a joint agency Problem Solving approach to the crime and disorder problems associated with these areas.

After it's initial conception, a multi agency workshop and public consultation, the operation has developed through clear intentions and a problem solving approach.

Crime Patterns were analysed and in order to overcome beat based statistics which covered too large an area, a measure based upon area (Sqkm) was devised. The whole process followed the SARA model.

Studies were commissioned by Partnership agreement, with private consultancy firms who specialised in Urban Renewal. This work falls in line with the National Strategy Action Plan for Neighbourhood Renewal.

Education and enforcement ran hand in hand, with youth workers accompanying officers on patrol. Anti-social behaviour orders were actively sought.

Bye laws were introduced and supported by a period of high profile enforcement.

Diversion schemes have been introduced.

Targets were set with the results linking divisional best value aims with crime and disorder priorities in line with the HMIC's report "Calling time on crime".

All problem causes and their solutions were addressed with a focal aim to restore these areas back to their initial purpose; that of a pivotal communal resource for the growing communities of Wythenshawe.

Operation Renewal is a long term strategy however short term analysis is appropriate and included in this report.

Targets set for the parades have been analysed and compared with overall divisional figures. Crime and disorder has been significantly reduced in the 8 key areas. (Incidents of both crime and youths causing annoyance have decreased on the 8 hotspot parades over the past 12 months by 59% and 27% respectively).

Public perception has been canvassed through surveys and the pioneering "Ask the Audience" forum, with encouraging results.

Through photographic and Architectural liaison we have made inroads to "design out crime".

A clear management structure has been developed and is being maintained. Goals and partnership responsibilities have been established and are proving successful.

OPERATION RENEWAL

(Making Wythenshawe's shopping parades safer)

INTRODUCTION

Wythenshawe, a borough of South Manchester, was created at the turn of the century. Developers aimed at creating a Garden city, south of the river encompassing low cost and council accommodation with community based ideals. However as the area developed and employment opportunities fluctuated, Wythenshawe inherited major problems of unemployment, poor health, transport links and low educational achievement. It is these factors that have resulted in two of it's wards being placed high on the DETR Index of Multiple Deprivation 2000 (Benchill, Woodhouse Park). Both wards fell in the top 1% of the most deprived wards in England and Benchill was considered the most deprived ward in the country.

The area however has significant potential. Employment opportunities are opening up with the expansion of Manchester Airport and the local hospital. Manchester town centre is undergoing regeneration and jobs are increasing as professional services are being diverted away from the South East and businesses take advantage of lower costings. The Metro link tram service is expanding into the area and local housing has been modernised under the Governments Estate Renewal Challenge fund by the local Willow Park Housing Trust. It is hoped that some of this quality affordable housing will be occupied by new workers moving into the area. Parts of the area attract Single Regeneration Budget status.

Wythenshawe was originally planned with a number of neighbourhood shopping centres to meet the needs of the local Community. Over recent years these parades have declined as the population increases.

Problems centering around neighbourhood shops are well documented in the Department of Health, Policy Action Team Report (No 13) "Improving Shopping Access for people living in Deprived Neighbourhoods". It stated **"Crime and the fear of Crime, particularly perceived or actual threats to personal safety, can negatively impact on the number of people circulating around the neighbourhood. This may limit the amount of passing trade that the Store might otherwise capture, poor quality environments due to graffiti or vandalism also inhibit a vibrant shopping area and may also deter local people from using the local shops as a community gathering place"**.

Academics in this Country and abroad have suggested that poor areas and neighbourhoods that suffer from vandalism indicate that disorder and neglect are also present. Residents see it as a sign that crime in the neighbourhood is rising, leading to more crime and an increased level of fear. They recognise that crime in local areas often compounds itself; noise, minor theft, graffiti, alcohol abuse can all result in an area's decline and introduction of more serious criminal activity.

Public consultation in Wythenshawe revealed a high level of concern regarding anti social behaviour, Juvenile nuisance and drunkenness in the area of a number of local shopping parades.

To gauge this a public survey, conducted last year by Wythenshawe police, revealed that 69% felt unsafe on the parades due to juvenile nuisance whilst 30% were concerned about litter and graffiti. Concern was also expressed over drug dealing, and the condition of the shopping parades.

The shopping parades are often unattractive and suffer from vandalism, damage, litter and graffiti, many are in a state of disrepair, with a number of void properties. Together with poor lighting and the availability of alcohol they act as a magnet for groups of youths who often become either the victims or perpetrators of crime. The effect is a lack of use by the local community resulting in a vicious downward spiral as customers are put off using the shops. Therefore profits fall and improvements are unsustainable.

There is a community need for these shops and to allow this degeneration to continue is a bar to the renewal of the area.

Development and improvement of Wythenshawe's neighbourhood centres is an important part of the local regeneration programme.

Wythenshawe Partnership has been set up to lead on this regeneration activity. It is led by Manchester City Council and consists of public; private; voluntary and community sector organisations.

The Partnership have recognised the important role that these centres can play in bringing the Community together, enhancing quality of life and providing local access to affordable goods and services. The group commissioned a study to assess the current position of these parades recommending priorities for improvement and regeneration.

The work of the partnership, in particular the regeneration of the shopping parades is in line with the National Strategy Action Plan for Neighbourhood renewal, which aims to reverse decline in the poorest parts of the Country.

The recent report which accompanied that Plan recognised that crime is concentrated in these poorer areas and that **"When Crime takes hold, people, shops and employers leave and as people move out, the opportunities for Crime, Vandalism and drug dealing increase"**.

FINANCIAL IMPACT AND COSTS

Anti social behaviour and crime costs financially as well as socially. At one extreme it results in demolition of property and zero value of assets. Wythenshawe has a history of demolishing shopping parades.

There is a lack of information as to the financial costs of anti social behaviour but research has estimated the cost of each incident of vandalism to be £450 to the victim and criminal justice system. Based on that figure the 88 recorded incidents of criminal damage (21% of Crime) at the 8 targeted Shopping parades (detailed below) equates to a cost of £39,600. This does not include much of the graffiti which often goes unreported.

The cost of juvenile nuisance is difficult to quantify, but based on one Officer attending each call (4485 incidents in 2000/01) for 20 minutes per call the cost would be in the region of £26865 at a cost of £17.97 per hour. This does not account for additional Officers attendance, arrest or follow up.

A bid for £25,523 was made to the Manchester Crime and Disorder Partnership, successfully, to obtain additional funding to target this problem area which cannot be resolved within normal policing hours, this included;

Providing dedicated police patrols at key times

Analysis and research

Publicity

Youth Offending Team officers to accompany to patrol with officers

Dedicated overlap patrols to the targeted areas.

Wythenshawe Partnership have committed £23,822 (ex VAT) to the Consultancy exercise, and are committed to any physical improvements recommended.

The Wythenshawe Sub Division paid for the initial analysis, and the problem solving workshop.

At that workshop the in kind costs for the attendees worked out at approximately £4000 (based on a standard average of £20 per hour for 5 hours).

The Evaluation and research is supported by the University of Salford, Design and Innovation Research Group who have provided support and professional advice. (at this stage free of charge, but it is hoped that funds will be secured to retain their services)

Currently bids totaling £286,000 are being pursued to support this initiative.

ANALYSIS

As stated, initial analysis of crime and anti social behaviour on the Wythenshawe Subdivision reveals a predominance of incidents in areas where there are shopping parades (Appendix A). There is also evidence that shopkeepers from minority communities are a focus for crime and racial intimidation.

In order to complete a full analysis of the problems surrounding the shopping parades data was taken from the Crime pattern analysts to establish base line figures.

It was recognised that collation of figures at beat level was problematic, so a measure based upon sq km was devised.

The Subdivision covers approximately 22.5 sq. km, in the period 1.4.00 and 31.3.01 there were 10885 crimes and 4485 reports of juveniles nuisance, equating to 484 crimes per sq km and 199 juvenile nuisance per sq km.

The concentration of crime and disorder on the shopping parades was evident, and eight 'hot spot' areas were identified. They were all shopping parades with reported incidents between 2 and 18 times above the average. If these problems of crime and disorder could be reduced it would have a significant impact in reducing the level of crime as a whole.

The 8 Hotspot parades cover an area of 0.29 sq. km during the same period there were 400 crimes and 605 incidents of YCA on these 8 parades. This equates to 1380 crimes per sq. km and 2086 incidents of juvenile nuisance per sq. km.

Public surveys were carried out to establish the level of fear of crime and perceptions as to the causes (Appendix B). Pioneering "Ask the Audience" forums were implemented. Based on the popular television game, participants were asked to comment on certain, key questions by using an electronic scorepad. The results were then displayed openly and instantly in front of them.

A Photographic survey was completed as it was recognised that it would be essential to tackle the problems with the overall appearance of the parades, and that any improvement in the appearance of the parades would be difficult to quantify.

OPERATION RENEWAL

Operation Renewal was launched as a Problem Solving approach to crime and disorder, focusing on these shopping parades. At the point of its launch we were not aware of any other scheme within the country that had this focus. It began with a problem solving workshop on Friday 23rd March 2001 all of the partner agencies were invited along with shop keepers, publicans, elected officials and representatives of residents groups, the aim was to tap into local knowledge, identify problem causes and possible solutions, there were a number of presentations and focus groups based on Local Action Partnership Areas. The findings were formed the basis for Local Area Partnership (LAP) Action Plans.

A SARA problem solving package was raised. All 31 shopping parades on the Sub Division were scanned in respect of Incident and Crime data between 1.3.00 and 1.3.01, from these a total of 8 hot spot parades were identified as follows:-

- **Sale Circle**
- **Hollyhedge Road West**
- **Burnsall Walk**
- **Gladeside Road**
- **Bowland Road**
- **Peel Hall**
- **Moorcroft Road**
- **Hall Lane/Heybrook Road**

At the same time Wythenshawe Partnership commissioned a study by consultants Taylor/Young in support of this initiative to look at general issues of neighbourhood renewal, such as viability and recommendations for development. The study identified the following locations as a priority for Intervention by all agencies:-

- **Sale Circle**
- **Hollyhedge Road West**
- **Burnsall Walk**
- **Gladeside Road**
- **Cornishway**

With reserve schemes that include

- **Peel Hall**
- **Moorcroft Road**

There are striking similarities between the identified hotspot parades and those identified by Taylor/ Young for multi agency work.

The audit has included the following themes:-

Physical quality
Commercial use and development
Crime and community safety
Movement and linkages
Community and social use

The Crime and Community Safety Study revealed problems including 'Juvenile Nuisance', the level of reported crime, fear of crime, the 'fortress' appearance of centre's, vulnerable rear areas and upper floors, poor lighting, patchy CCTV coverage and concerns over response time

There were difficulties in drawing comparisons with the total number of crime and disorder incidents occurring on the subdivision. It was not possible to use the number of persons resident on the parades as by their very nature this will be low compared to the number using the parades. In order to overcome this difficulty the size of each location was determined in order to measure the number of incidents occurring per sq km this could then be compared to the whole Sub Division.

The intentions of Operation Renewal were, considering all analysis into the problems, agreed upon as ,

Reduce the number of Incidents of Youths Causing Annoyance on the Sub Division

To reduce the Incidents of Crime and anti social behaviour on the Shopping Parades

To reduce/ prevent the Consumption of alcohol on the Shopping Parades

To prevent/ reduce the Incidence of graffiti on the Parades

To improve the Publics Perception of the Shopping Parades and reduce the fear of Crime.

The Operation was to run initially over a fourteen month period in stages:-

- Problem Analyst and Public/Staff Awareness (1st April 2001 - 31st May 2001)
- Direct agency intervention (31st May 2001 - 1st May 2002)
- Evaluation (1st May 2002 - 14th May 2002)

There were four overarching objectives;

- Prevention/Awareness
- Enforcement
- Diversion/Education
- Community Action

Each objective had a number of Strategies to achieve them, including:-

- Introduction of traders associations and Shopwatch
- Awareness and education in schools
- Introduction of a bye law banning consumption of alcohol on the parades
- High profile uniform patrols, in area targeting times, location and seasons (school holidays etc.)
- A Juvenile Contact Scheme,
- Acceptable behaviour contracts,
- Diversion to Youth Offending Teams/ Youth Services,
- Video evidence, use of a video vehicle,
- Introduction of Neighbourhood Wardens, (introduced June 2001)
- Target hardening sites ; to be visited by Force architectural liaison officers,
- Work with Traders, Wythenshawe Partnership, City Council and Willow Park Social Landlords to address and be made accountable for, identified problems,
- Making use of other 'Civil' Methods,
- Truancy sweeps with Educational Welfare.

Management of the Project

Specific action plans were drawn up for each of the LAP area with the process being overseen by the Sub Divisional Partnership (S.D.P), chaired by the local Police Commander who acts as the designated Chief Officer for accounting purposes.

A task group with representatives of all agencies and L.A.P. was formed to oversee the Strategic approach to the problem, and the structure linked into the City Wide Crime and Disorder Partnership ensuring accountability and performance management.

At the conclusion of the project the SDP will continue to monitor and support the trader action sets and the youth organisations that will have evolved from this project. Representatives from these groups are invited to be members of the LAP's and the SDP, in order for them to be fully integrated and supported by the existing structures.

Prevention/Awareness

The Initiative was launched with a press release and a series of interviews on local Television and Radio stations (Appendices C & D). The same media outlets have been used throughout to keep the public informed as to what is happening in respect of Renewal, most recently with the introduction of the alcohol restricted areas.

Police Officers, dedicated youths workers supported by the youth offending team (YOT), and local youth services went into schools and spoke to youth groups, charitable groups and tenant associations, ensuring that the community was aware of what was happening.

The architectural liaison officer and crime reduction advisers surveyed the parades and target hardening measures and other physical improvements were undertaken, utilising the Single Regeneration Budget and Home Office funding.

Enforcement

Laws on governing drinking alcohol in the street have been obtained (via Criminal Justice and Police Act 2001). High profile uniformed police patrols target 'hot spots' at relevant times. Five dedicated high profile initiatives were instigated, where Youth Offending Team Officers and Police Officers have jointly patrolled the areas. These initiatives being supported by the Neighbourhood Wardens in the Benchill area, and by voluntary organisations such as Signpost and the YMCA providing diversionary activities for the young people of the area.

Police patrols have utilised a 'juvenile contact scheme' recording the details of youths they have cause to speak to, allowing a tiered response to an individuals behaviour. Responses range from a letter to parents, a home visit, to anti social behaviour orders. Multi agency case intervention groups take place in respect of prolific offenders, personal action plans are created to manage that individual. The Police and Educational welfare officers have conducted three truancy sweeps and a number of civil remedies have been employed; 1 full anti social behaviour order has been granted and a total of 52 multi agency ASBO warnings carried out. The local authority have applied for and obtained a total of 15 injunctions restricting the behaviour of local people who have been identified as being responsible for anti social behaviour in the area.

Local offenders were identified and utilised to complete reparation work on a number of the shopping parades in an attempt to give them a stake in their local community.

'Acceptable behaviour contracts' have also used to gain the cooperation of those identified as being at risk of offending or causing anti social behaviour.

A number of tenant evictions have been carried out by both the local authority and the major Registered Social Landlords that operate in the Wythenshawe area.

Diversion/Education

Experience gained from a recent Youth Action Project showed that youth diversion work, in conjunction with targeted policing and physical improvements, has a major impact on reducing youth nuisance and related crime. Initially detached youth workers made contact with the young people congregating around shopping centres and engaged with them in positive and challenging programmes both leisure-related, and informal education based. Social development activity followed and is forming the building-blocks of a comprehensive approach to youth diversion. The dedicated youth workers assist young persons to identify diversionary schemes that they identify with. At the same time, targeted policing will address criminal and antisocial behaviour, but will reinforce a positive relationship with young people, the majority of whom have not yet moved into serious antisocial behaviour. Use of the 'juvenile contact Scheme' will identify the most prolific offenders allowing multi agency resources to be targeted at these specific offenders.

To date there have been a total of 51 diversionary events arranged, including schemes such as 'Splash and Garage nights' (music and activities); early evening entertainment for local youths, with more planned for the summer period.

Community/Trader action

An essential part of this project is to ensure that local businesses have long term viability. We are looking to engage the services of Dr. Caroline Davey (University of Salford) who has successful experience with instigating community trader groups and evolving them into

'Action Learning Sets' which engender cooperation, mutual support and problem solving between retailers in geographical proximity.

Following a period of consultation and in-depth interviews, the Design Policy Partnership, University of Salford, will establish an innovation set for businesses, landlords, (e.g. RSLs), community agencies and police to address issues of crime in the shopping parade and its impact on business performance. Innovation sets break down barriers between different groups and encourage concern for wider issues. Trust generated through regular meetings empowers individuals to act, challenging questions reveal the full range of solutions available and their suitability to an individual's specific circumstances.

A major blockage to the success and long term viability of this initiative is an inability to finance these sets, but it is hoped to make use of Neighbourhood Renewal Funds or Safer Communities Monies.

The benefits of this action are;

- Traders will be able to take steps to reduce the occurrence of crime within their own shops, as well combine with other retailers to address issues of concern for the wider business community.
- The Police will further understand fear of reporting crime and the options open to businesses for preventing and addressing crime.
- Guidance material for reducing crime and working in multi-agency partnerships will be made available.

TARGETS AND LINKS TO THE DIVISIONAL PERFORMANCE IMPROVEMENT PLAN

The targets set for the Operation were as follows;

Reduce the number of Incidents of Youths Causing Annoyance on the sub division.

C4 Target - 7.5% over the year

Op Renewal Target - 10% over the Year

Reduce the Incidents of Crime and anti social behaviour on the Shopping Parades.

Op Renewal Target - 25% over the Year (based upon figures 1.3.00 - 1.3.01)

Reduce/Prevent the consumption of alcohol on the shopping parades.

Op Renewal - Introduction of bye law comparison with control area.

Prevent/reduce Graffiti on the Parades.

Op Renewal - baseline to be set by photographic survey.

Improve public perception of the Shopping Parades and reduce fear of crime.

Public perception survey to establish baseline, further survey in twelve months.

The Operation links to Divisional Best Value aims;

- Attacking crime that hurts the community.
- Recognise and respect to the needs of our community.

And Subdivisional aims of;

- Reducing problems of neighbourhood nuisance
- Working more closely in local partnership with agencies and the community
- Increase officer involvement with directed patrol

Crime and anti social behaviour; -

Wythenshawe Wide	2000/01	2001/02	Percentage Change
Total YCA Incidents	4,485	4,914	+10%
Average per sq km	199	219	
Total Crime Incidents	10,885	10,478	-4%
Average per sq km	484	466	
Percentage Change			0

8 Hotspot Parades	2000/01	2001/02	Percentage Change
Total YCA Incidents	400	292	-27%
Average per sq km	1380	1007	
Total Crime Incidents	605	248	-59%
Average per sq km	2086	855	
Percentage Change on Total Incidents			-46%

Incidents of both crime and youths causing annoyance have decreased on the 8 hotspot parades over the past 12 months by 59% and 27% respectively. This can be compared to the trend within the wider Wythenshawe area where incidents of Youths Causing Annoyance increased by 10% and incidents of crime decreased by 4% in total. Although we can accept that displacement may have attributed to these results, it shouldn't deflect from the positive results in the target areas.

Since the start of Renewal in May the average number of incidents per sq km on the 8 hotspot parades has been below the average for the previous year, crime figures also reduced in 9 out of 12 months (October, November and January, it was slightly higher, reflected throughout the entire area in these months).

It is also worthy of note that there was a 12% reduction in less serious woundings across the whole of Wythenshawe, these would be the incidents normally associated with antisocial behaviour.

There were significant decreases in 4 months, for incidents of Youths Causing Annoyance and crime on the hotspot parades and this coincided with 4 of the 5 high profile operations run under Operation Renewal.

High profile operations;-

There were a total of 5 high profile operations run during the past year,

During the 5 operations there were;

26 Arrests during specific operations

190 juvenile contacts submitted during those operations.

Truancy Sweeps;-

There have been 3 truancy sweeps run on the 8 hotspot parades with the following results out of the children stopped 11 were found to be truant and a further 8 required follow up work by education welfare.

Date	Primary	Secondary	Total stopped
4/05/01	3	17	20
18/05/01	5	8	13
21/06/01	1	11	12
Total	9	36	45

Anti social Behaviour Orders;-

During the past year there has been 1 full ASBO applied for and granted by the courts enabling us to ban an individual from the area, 4 progressing through the courts towards this goal and 52 ASBO warnings issued.

CONCLUSIONS **SHORT TERM**

At the start of the operation targets were set for incidents of both Youths Causing Annoyance and crime on the shopping parades.

How the subdivision performed against these targets was as follows;

Reduce the number of Incidents of Youths Causing Annoyance on the sub division.

- Subdivision Target - Reduce by 7.5% over the year
- x Result - Increase of 10%

Op Renewal Target

- On the 8 Parades - Reduce by 10% over the Year
- ✓ Result - Reduced by 27%

Reduce the Incidents of Crime and anti social behaviour on the Shopping Parades.

- Subdivision Target - No Increase
- ✓ Result - Reduced by 4%

Op Renewal Target

- On the 8 Parades - Reduce by 25% over the Year
- ✓ Result - Reduced by 59%

Op Renewal - Introduction of Bye Law comparison with control area.

- Introduced 15th March 2002.

Reduce/Prevent the consumption of alcohol on the Shopping Parades

- Public Perception since its introduction show that 25% of persons using the shopping Parades believe it is having a positive effect in respect of crime.

Prevent/reduce Graffiti on the Parades, baseline to be set by photographic survey.

- There has been an improvement on all parades in particular Sale Circle and Burnsall Walk (Appendix F).

To improve the publics perception of the 8 hotspot parades.

- Public Perception since its introduction shows that 37% believe there has been no change but 41 % believe it has improved with only 22% believing that the problems have got worse.

LONG TERM

Operation Renewal has long term goals to bring about sustainable change.

From the evaluation of the operation to date it is clear that Operation Renewal is working. A number of the strategies put into place involve partnership working and are therefore sustainable as there is no additional funding required.

The Sub Divisional increase in the total number of reports of Youths Causing Annoyance (10%) can be put down to displacement but must in part be attributed to the Operation itself for at its launch there was intense media coverage and public consultation which resulted in an increase in the number of incidents reported of 61%. This has been slowly reduced during the year to a final total of 10% and it is hoped to carry on with this reduction to achieve an overall reduction by the end of year 2.

For the Hotspot parades the Youths Causing Annoyance target was achieved, a reduction of 27 %. Crime and antisocial behaviour reduced on the parades by 59%, over double the target reduction.

The most interesting set of data is the public perception surveys that show in May 2001 51% of those surveyed believed Crime and Disorder to be a major problem and yet in 2002 this had reduced to 13% with 78% of those surveyed believing that things had not got worse (Appendix E).

New targets have been set for the coming year and additional parades of shops will be subject to the interventions and activities.

EXIT STRATEGY'

The intention of Operation Renewal is to reclaim Shopping Parades in Wythenshawe, to reduce crime and anti social behaviour and to provide opportunities for other agencies who are involved in regenerating the area.

Operation Renewal creates space for those improvements to take place and provides a focus for initiatives to address youth crime and nuisance.

High profile patrols, the involvement of Youth Services, provision of suitable diversion Schemes, the alcohol ban, Neighbourhood Wardens, stronger Traders Associations and Policing techniques such as the Juvenile Contact Scheme, and Offender Targeting provide a sustainable framework to allow for a gradual withdrawal of extra police resources and funding.

One of the greatest benefits so far under Operation Renewal has been the fact that for the first time the whole community are now talking and seeking solutions together not just relying on others to do it for them. A secondary effect is that one person is now willing to lend experience and resources to another to solve a problem, an example is the Garage Nights, these are at a local community centre, organised by Youth Services who are assisted by local people, the result is a sustainable diversionary activity that has been seen to produce very real results.

With local people recognising the benefits and it anticipated that they will take up the running of these activities.

The support for these activities will be carried on through the Local Action Partnerships.

Greater Manchester Police

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Greater Manchester Police

Appendices

- A. Crime and Incidents on the 8 Shopping Parades
- B. Public Perception Survey 2001
- C. Operation Renewal Brochure
- D. Media Articles
- E. Public perception Survey 2002
- F. Photographic Survey.
- G. Renewal Presentation 2001

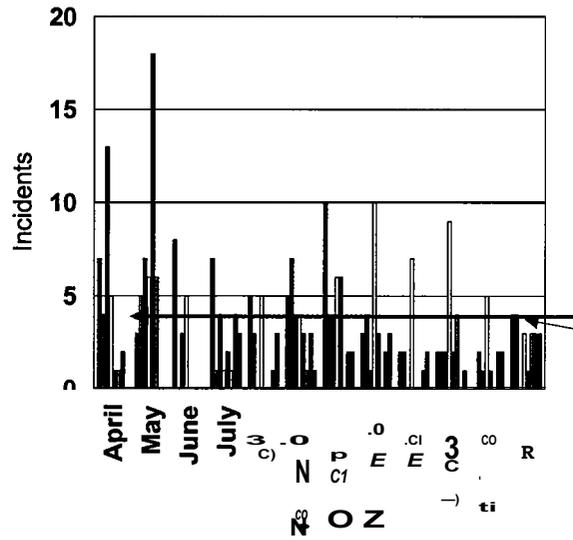
YCA Incidents Shopping Parades 2001/02

	April	may	June	July	August	September	October	November	December	January	February	March	% +1- on LY
MOORCROFT ROAD	7	3	8	7	5	5	10	3	2	2	0	4	-24.3%
SALE CIRCLE	4	5	0	1	3	7	4	4	2	2	2	4	-55.8%
GLADESIDE ROAD	13	7	3	4	0	4	4	1	0	2	1	0	2.6%
HOLLYHEDGE ROAD	5	6	5	1	5	4	6	10	7	9	5	3	-10.8%
PEELHALL ROAD	1	18	0	2	0	3	6	3	0	2	1	1	42.3%
HALL LANE	1	6	0	1	0	1	0	0	0	4	0	3	-44.8%
BOWLAND ROAD	2	0	0	4	1	3	2	2	1	0	2	3	-4.8%
BURNSALL WALK	0	0	0	3	3	1	2	3	2	1	2	3	-61.5%
Total	33	45	16	23	17	28	34	26	14	22	13	21	
Inc per sq km per year	1365.52	1862.07	662.07	951.72	703.45	1158.62	1406.90	1075.86	579.31	910.34	537.93	868.97	
CIVIC CENTRE	7	3	4	7	2	9	20	12	7	14	10	18	
NORTHENDEN	7	6	4	1	1	6	5	7	6	5	6	2	

Crime Reported on the Shopping Parades 2001/02

	April	may	June	July	August	September	October	November	December	January	February	March	% +/- on LY
MOORCROFT ROAD	4	1	7	8	5	2	5	6	3	2	3	2	-27.3%
SALE CIRCLE	3	4	6	0	4	8	2	5	3	4	1	2	-58.0%
GLADESIDE ROAD	2	2	1	2	1	3	1	2	3	1	0	1	-52.5%
HOLLYHEDGE ROAD	3	5	2	6	4	4	6	8	4	2	4	9	9.6%
PEELHALL ROAD	3	2	0	1	1	3	3	3	2	7	0	0	-62.7%
HALL LANE	1	0	1	1	3	0	2	0	0	3	0	0	-76.1%
BOWLAND ROAD	0	2	0	2	0	3	0	1	1	0	0	0	-83.3%
BURNSALL WALK	1	2	10	2	2	3	6	0	0	4	5	2	-79.4%
Total	17	18	27	22	20	26	25	25	16	23	13	16	
Inc per sq km per year	703.45	744.83	1117.24	910.34	827.59	1075.86	1034.48	1034.48	662.07	951.72	537.93	662.07	
CIVIC CENTRE	38	54	42	30	17	70	65	84	52	45	34	43	
NORTHENDEN	42	64	41	63	25	73	68	64	81	79	96	77	

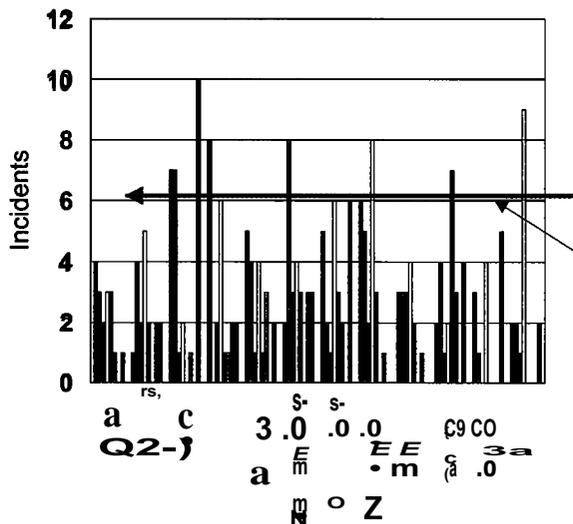
YCA 2001/02



- MOORCROFT ROAD
- SALE CIRCLE
- GLADESIDE ROAD
- HOLLYHEDGE ROAD
- PEELHALL ROAD
- HALL LANE
- BOWLAND ROAD
- BURNSALL WALK

Average YCA Incidents 4.2
per parade per month

Crime 2001/02



- MOORCROFT ROAD
- SALE CIRCLE
- GLADESIDE ROAD
- HOLLYHEDGE ROAD
- PEELHALL ROAD
- HALL LANE
- BOWLAND ROAD
- BURNSALL WALK

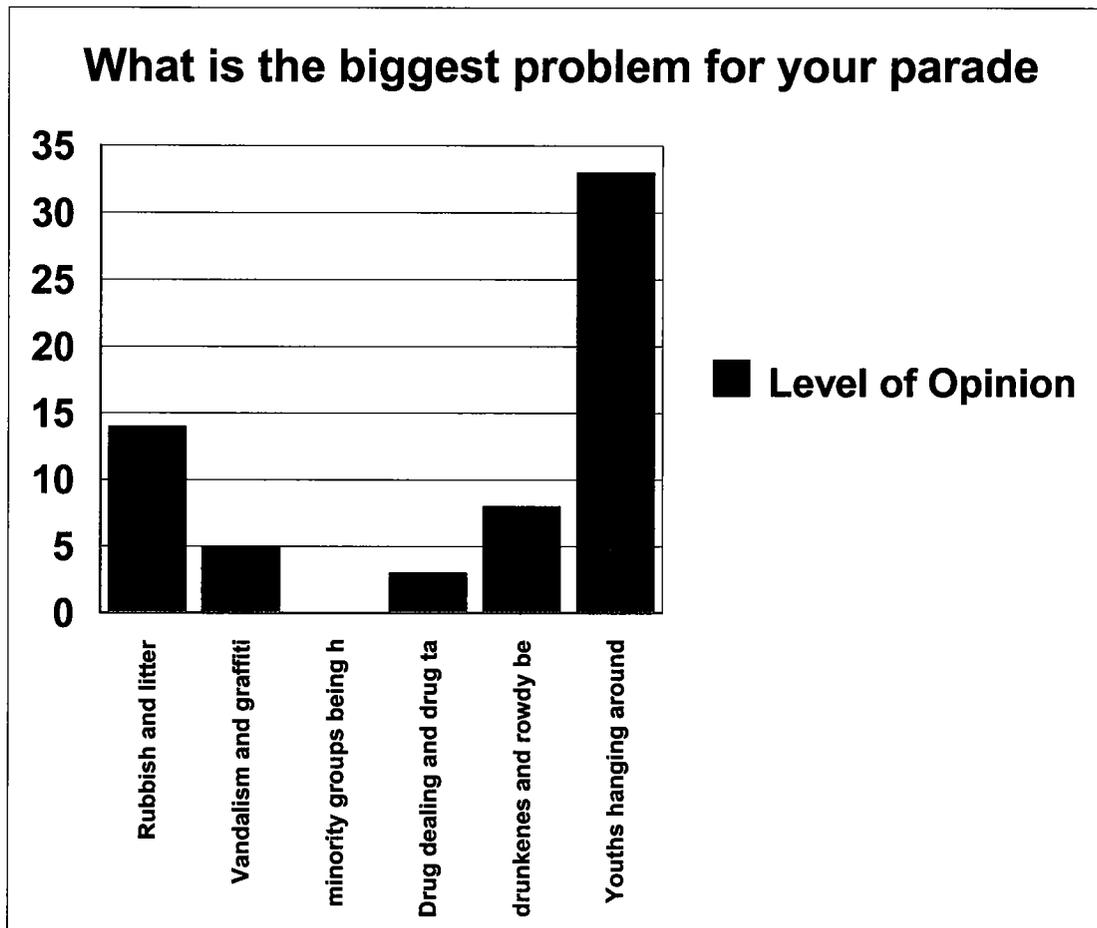
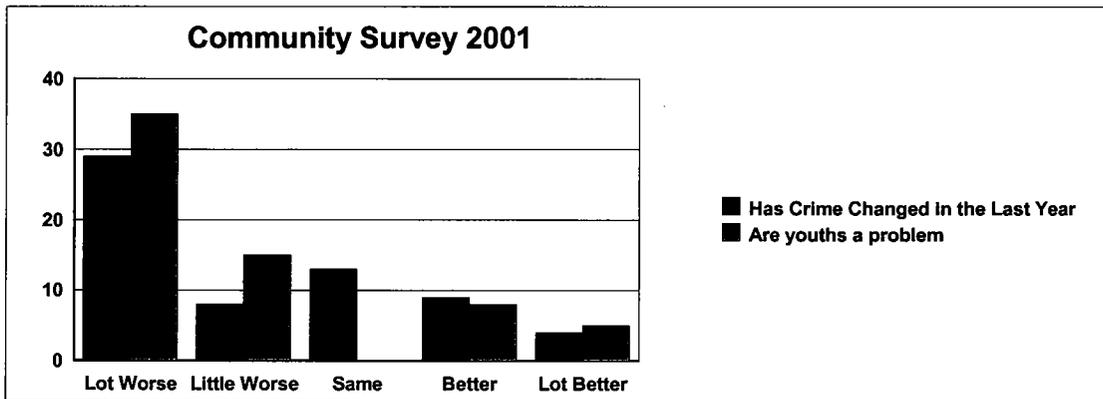
Average crime incidents 6.
3 per parade per month

Shopping Parades Survey May/ June 2001

	Lot Worse	Little Worse	Same	Better	Lot Better
Has Crime Changed in the Last Year	29	8	13	9	4
Are youths a problem	35	15	0	8	5
	51%	18%	10%	13%	7%

What is the biggest problem for your parade	
Rubbish and litter	14 22%
Vandalism and graffiti	5 8%
minority groups being harassed or attacked	0 0%
Drug dealing and drug taking	3 5%
drunkenes and rowdy behaviour	8 13%
Youths hanging around	33 52%

TOTAL SURVEYED
63





Targeting crime and anti-social behaviour on Wythenshawe shopping parades

Everyone has the right to feel safe and enjoy a pleasant environment, when visiting their local shopping area in Wythenshawe. That is why tackling Crime and Antisocial behaviour in these areas is a priority.

A partnership involving the local police, Manchester City Council Departments, Traders, Wythenshawe Partnership and others has been developed to address the problems which currently affect many of our shopping parades including:-

- youth nuisance
- drunkenness
- litter
- graffiti
- vandalism

A number of innovative ways of tackling these problems will be tried over the coming months in order to reduce crime and disorder.

The partnership recognises the important role that neighbourhood shopping centres play in bringing the community together and providing local amenities. We will target those involved in destroying these areas and reclaim them for the people of Wythenshawe.

Superintendent Neil Wain

working for wythenshawe



**GREATER MANCHESTER
POLICE**

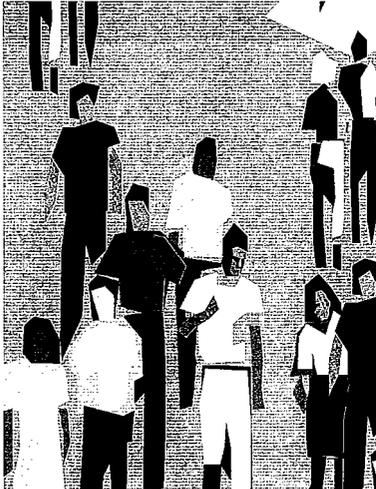
Purpose of operation



We aim to reduce crime and disorder on the neighbourhood shopping parades by:

- Targeting those locations most affected
- Adopting a problem solving approach across all agencies involved.
- Moving from a reactive to an proactive approach focusing on potential victims and known offenders.

Elements of the initiative



It is anticipated that the following measures will be considered in tackling the problems:

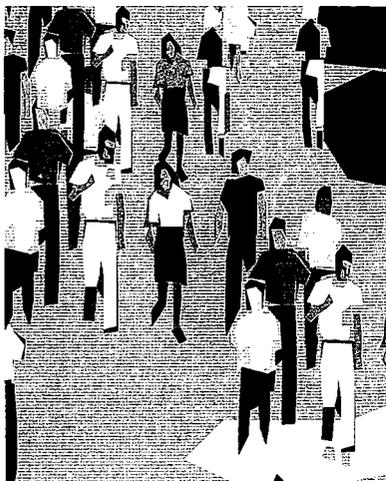
Location

- Introduction of byelaws
- Civil exclusion for offenders
- Improved security (lights/fencing)
- Tighter enforcement of licensing laws
- Environmental improvements (graffiti, litter)

Offenders

- Collation of intelligence and information
- Diversion and reparation schemes
- Police enforcement of legislation

Victims



- Public reassurance
- Improved links with traders
- Shopwatch schemes

High Profile Patrol

All agencies will seek to improve the visible presence of services including police, caretakers and wardens (where available)

Strategy



All actions will be coordinated by the Wythenshawe subdivisinal partnership and the local action partnerships.

A specific task group will be formed to draw up detailed action plans for each of the vulnerable locations.

A close link with media groups will highlight all successes and the work of the partnership.

Outcome



Success will be measured by the:

- reduction in crime/anti social behaviour
- reduction in fear of crime
- overall community regeneration

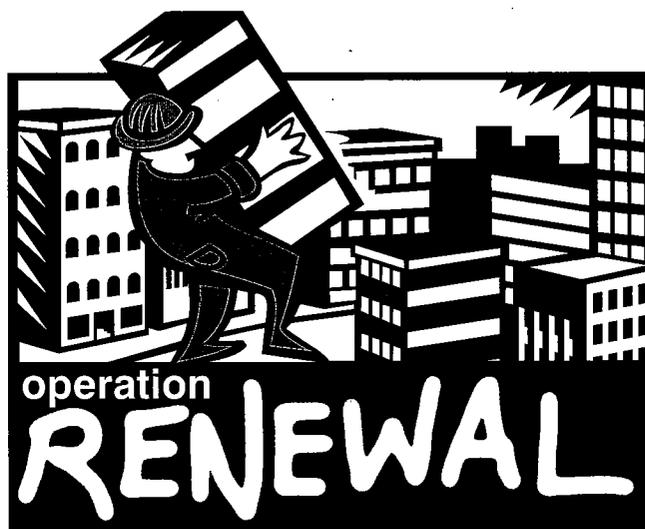
Links to C4 Wythenshawe subdivisonal objectives

- Reduce problems or neighbourhood nuisance
- Work closely in local partnership with agencies and the community
- ' Increase officer awareness of and involvement in directed patrolling
- Reduce violent crime

Community Action

How can you help?

- Report incidents immediately
- Get involved in local clean up and improvement schemes
- Support your local traders
- Prevent your children from hanging around the shops



L V C R I M ESTOPPERS

0800 555 111

Uniting against crime

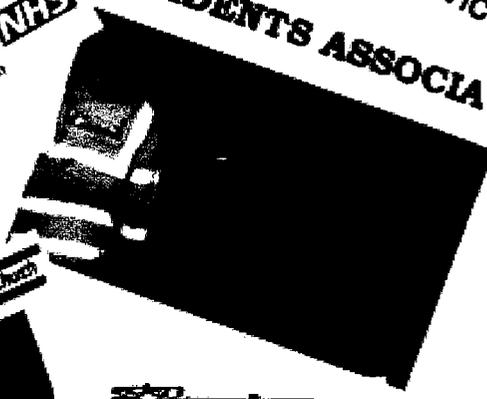
**15 THUGS
FACE BAN**



REDMAN HEENAN PROPERTIES LIMITED

South Manchester University Hospitals NHS
1055 Tran

**NORTHENDEN CIVIC SOCIETY
ALBECK PARK RESIDENTS ASSOCIATION**



**BACKHOUSE AND
NORTHERN MOON
TENANTS AND
RESIDENTS
ASSOCIATION**

Haveley Park Tenants Association



**SHEXTON
TENANTS' ASSOCIATION**

Mobile Information Bus
Manchester Youth Service in partnership with Wythenshawe Youth Action Project have the Mobile Information Bus out there right now. It is a converted minibus and acts as a 'mini' youth club.
On the bus we have lots of information for young people about a whole range of issues. We have leaflets that you can take away and up to date information on activities for young people. There are things to do on the bus and we arrange trips and visits if you see the bus come and say 'Hello' it's there for you and you might just find something interesting.

Media Coverage

Public Support

WYTHENSHAW SHOPS 2002

(showing improvements and reductions in crime and disorder)

Hollyhedge Road (West), Benchill

The area has shown a reduction in crime and disorder of 2.4 %

Peel Hall Road, Peel Hall

The area has shown a reduction in crime and disorder of 33.3 %

Bowland Road, Baguley

The area has shown a reduction in crime and disorder of 61.3 %

Gladeside Road, Benchill

The area has shown a reduction in crime and disorder of 25.6 %

Moorcroft Road Northern Moor

The area has shown a reduction in crime and disorder of 25.7 %

Sale Circle, Northern Moor

Shop fronts have been refurbished. The area has shown a reduction in crime and disorder of 57.0 %

Hall Lane, Baguley

Graffiti removed. The area has shown a reduction in crime and disorder of 64.0 %

Burnsall Walk Woodhouse Park

New shop fronts and security to the rear. CCTV from July 2002. The area has shown a reduction in crime and disorder of 75.4 %

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C e//t'-

Targeting crime and anti social
behaviour around neighbourhood
shopping parades in Greater Manchester

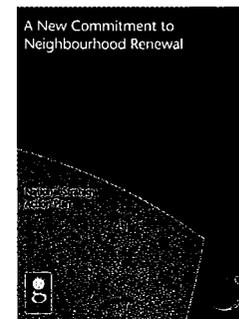
Superintendent Neil Wain



GREATER MANCHESTER
POLICE

Background (National Context)

- Improving shopping access
in deprived neighbourhoods
(P.A.T. 13)
- National commitment to
Neighbourhood Renewal
Strategy
- National Crime Reduction
Strategy
- Problem Solving Policing



GREATER MANCHESTER
POLICE

Background (Academic Context)

"Once a community slips into
the cycle of decline, feedback
processes rapidly take control.
The problems that emerge can
include more serious forms of
disorder, as well as escalating
crime - consequences that
further undermine the
community's capacity to deal
with its problems."

W. Skogan (1990)



GREATER MANCHESTER
POLICE

Background (Local Context)

- Wythenshawe Sub Division,
South Manchester
- Index Multiple Deprivation
(IMD 2000)
 - Local regeneration (S.R.B.,
Sure Start, Health Action
Zone, Regeneration)
 - *Over 30 shopping parades



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S.A.R.A,
(Scanning)

- High numbers of calls to shopping parades
- Dissatisfaction with Police response
- Improvements quickly reversed
- Public agenda
- Racist crime



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S.A.R.A.
(Analysis)

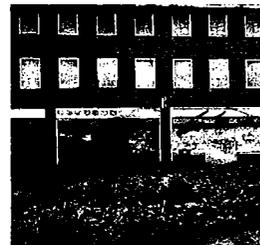
Wythenshawe Sub Division (C4)
22.5 sq. Km
514 Crimes / sq. Km
282 Juvenile nuisance / sq. Km



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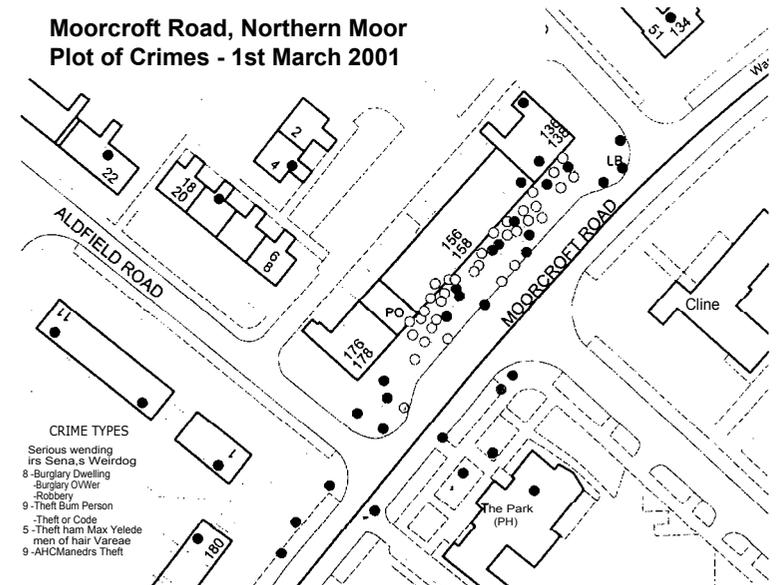
S A,R.A,
(Analysis)

Top seven Shop ("Hot") Spots
0.29 sq. Km
419 Crimes
538 Juvenile nuisance

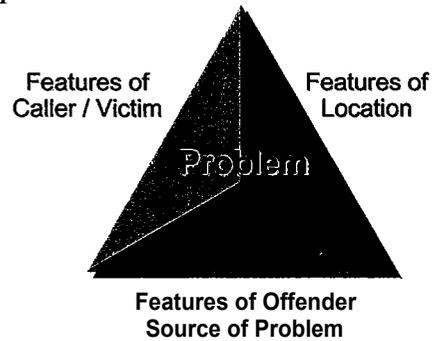


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Moorcroft Road, Northern Moor
Plot of Crimes - 1st March 2001



S:A.R..A,
(Response)



S.A
(Response)

- Location
- High Profile Patrol
- Clean up environment
- *Target hardening
- Physical improvements
- *Capable guardians
- Licensing Laws
- *Civil exclusion
- *Introduction of Bye Laws



S'A.R_.A.
(Response)

Offender

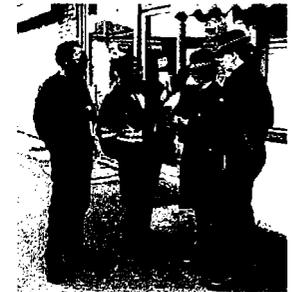
- Target key offenders
- Diversion
- Reparation
- Mentoring
- *Shame potential offenders
- Media deterrent
- Education



S'A.R.A.
(Response)

Victim | Caller

- Public reassurance
- *Traders groups
- Financial support
- Manage expectations
- Voluntary community action
- Identify Levers



SA.R.A.
(Assessment)

- **Establish Baseline**
- **Public opinion**
- **Photographic record**
- **Costed**
- **Independent evaluation**



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Anti Social Behaviour
The Challenge

- **Innovative**
- **Committed**
- **Visible**
- **Enabling**
- **Accountable**



GREATER MANCHESTER
POLICE

**"The test of police
efficiency is the
absence of crime and
disorder, not the visible
evidence of police
action in dealing with
them."**



GREATER MANCHESTER
POLICE