

Tilley Awards 2004

Title Trafford's Centre
Reducing Crime at Britain's busiest
retail shopping centre.

Name of Force Greater Manchester Police

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Summary

Trafford Centre Policing in partnership.

The Trafford Centre is a retail site covering some 150 acres and located approximately 9 km south of Manchester City Centre between junctions 9 and 10 of the M60 motorway. It was completed in September 1998 and has 10,000 parking spaces, 280 stores (including 5 of the largest anchor stores in the UK), Europe's largest food court, 36 restaurants, a cinema and a bowling alley. The Centre employs 7000 people and attracts in the region of 28 million visitors per annum, generating some 11-13 million vehicle-movements per year.

It represents the retail core of the economic regeneration of the Trafford Park area one of the largest Industrial estates in Europe. This economic activity attracts and generates crime in addition to the normal sub divisional demand in the area previous to the centre's construction.

From September 1996 to August 1997, crime pattern analysis showed that 10,340 crimes of all categories occurred on this (M/North) subdivision. With the addition of this development projected figures suggested a substantial increase in the number of crimes by some 11%, which is equivalent to an extra 1150 crimes.

An application for an increase in policing resources to compensate for this change in demand was declined and so alternatives were needed. Through scanning and analysis of the problem a partnership was formed between the Centre, the police, local authority, architect and builders of the site before construction. This developed into a private public partnership subsequent to its completion.

Through the use of the problem solving approach to policing, involving several different yet complimentary and innovative projects the crime rate has been managed and reduced since 1999 to a level that puts the centre as one of the safest - if not the safest - retail environment in the UK.

The methods used range from Secured by Design and Secured Car park principles through to the use of high-end technology such as automatic number plate recognition, which collectively has achieved a winning solution to the problem of policing an millions of extra visitors to our borough.

Tilley Award 2004

Greater Manchester Police Trafford Division

Trafford's Centre – Policing in Partnership

The Trafford Centre resides within the Borough of Trafford; a metropolitan area covering 43 sq miles, with a population of 219,000 people (census 1991) Trafford offers a wide and diverse range of environments and demographic profiles with a vibrant economy. The area includes some of the most affluent regions in the UK and some of the most economically deprived wards. There is therefore, great diversity in the make up of the borough and this is reflected in the policing of the area. Areas of particular interest include Manchester Airport, Manchester Utd, Lancashire Cricket Club, 5 Major petrochemical and industrial concerns - (COMAH Sites) Kellogg's, Proctor & Gamble, Montell Carrington and Manchester Fuels terminal, the centre itself developed within one of Europe's largest industrial centres, Trafford Park.

This level of diversity presents a full range of policing issues from inner city through to rural and is a microcosm of policing in GMP.

Scanning and Analysis

The Trafford Centre represents the retail core of the economic regeneration of the Trafford Park area. This economic activity attracts and generates crime in addition to the normal sub divisional demand in the area previous to the centre's construction. Every precaution had been taken in the design and development stage of the construction with the building being one of the largest in the country to achieve secured by design status.

Trafford Park had a history of Commercial Burglary at large retail and commercial premises. Using lessons learnt from The Trafford Park Security initiative, a national partnership award winner, the centre was designed to include security methods and materials aimed at reducing its targetability – These included an overall design plan allowing for good lines of natural surveillance, lighting, traffic flow, access, construct, cctv coverage and site management. The measures imposed can be reviewed in [Appendix A](#)

From September 1996 to August 1997, analysis shows that 10,340 crimes of all categories occurred on the M/North subdivision. In comparison, from September 2000 to August 2001, there were 15,416 crimes, an increase of 50%. During this period there were 2,000 crimes recorded in the immediate environs of the Trafford Centre representing 13% of the total subdivisional crime total for that period. As can be seen the increase in demand predicted by CPA (Crime Pattern Analysis) was further added to by increases in demand from the rest of the borough. The secured by design had impacted on the ability to commit commercial burglaries at the site with minimal burglaries being recorded. However, the volume crime types of vehicle crime both theft of and from, shoplifting, theft from person, deception and fraud, which, although on a crime per thousand visitor scale were low, resulted in the Trafford Centre being the single highest repeat crime location in Greater Manchester, and a substantial drain on an already stretched policing contingent.

Additionally Greater Manchester Police Force Intelligence Bureau identified this area as a hotspot for theft of motor vehicles that are subsequently used in further crime. 34.8% of all vehicles stolen from the Trafford Centre between the 1st November and 31st January 2002 had been used in further serious crime in particular cash in transit robberies.

Crime pattern analysis showed that robbery and violent crime within this area increased. Forecasts for visitor and vehicle numbers also showed a predicted increase to its present level of some 30 million visitors in 2003.

This crime level was unacceptable and was adversely effecting not only our crime figures at this site but also had a knock on effect across the division with each officer having to deal with more crimes thus reducing their ability to deal with crimes effectively. The Trafford Centre knew it needed to do more to help GMP in the fight against crime and was a willing partner in the development of crime reduction programs at the site aimed at reducing all crime by a partnership target of 30% over five years.

In September 2001 with little revenue funding available to increase the compliment of police officers on the division to compensate for the massive increase in visitors, the operational policing unit began to look at alternative methods of combating the increase in crime. This was based on CPA (Crime Pattern Analysis), GMP crime statistics, FIB (Force Intelligence Bureau) information, Local Authority visitor crime surveys and Trafford Centre incident data. We needed to know:

- What were the key offences
- Where they were occurring, specifically for each crime type.
- What were the peak offence times
- What crimes were deemed most affecting by the visitors to the centre
- What methods were available for use in a public private partnership to reduce crime
- What innovations could be developed to take advantage of this partnership environment.

A long term sustainable method of reducing crime was required that would allow the police to work with the Trafford Centre in a partnership framework conducive to the reduction of crime at the site making best use of the resources of both organisations directed at specific crime types with a holistic approach.

A crime reduction framework was developed which had initially seven specific objectives. These objectives were based on addressing the root causes of crime and based on the information gathered and research undertaken by the partnership

- 1) To collate intelligence and information in a partnership forum – There was no mechanism by which intelligence and information could be shared with a non-statutory organisation by the police and vice versa. This hindered investigation procedures, minimized the ability of Trafford Centre Security to effectively target known and prolific offenders, reduced the ability to link offences and offenders.
- 2) To work co-operatively with the landlord (Peel Holdings) and the retailers residing within the centre. – The partnership needed to; influence and standardise the working practices of all stores in the centre, to work co-operatively in the fight against crime and to influence retailers in design working practices and management issues that could directly impact on crime at their store, and hence the centre.
- 3) To address issues relating to the parking of in excess of 11 million vehicles per annum - Minimize the ability of criminals able to target vehicles parked in the centre, to educate the public in simple and effective crime reduction programs, to make use of and implement the principles of the secured car parking award scheme. To target known criminals entering the site for the purposes of committing crime by means of a vehicle.
- 4) Provide a more visible presence - Without detracting from our existing resourcing needs for the residential areas of the borough, to reassure visitors to the centre, respond quickly and effectively to incidents taking place and to designate resources at key locations and times.
- 5) To share working practices in the prevention and detection of crime - We needed to make best use of our collective resources, train persons in the use of cctv, surveillance, crime reduction and prevention methods, improve communication and offender targeting.
- 6) To bring together both financial and human resources of both organizations - To cross-refer them to the areas most in need. Each organisation has particular skill areas, we needed to take advantage of those skill areas and make sure that they were not hindered by fiscal and human resourcing constraints.
- 7) Pinpoint the criminals entering the site to commit crime (or otherwise as was subsequently discovered) who represented approximately 0.0001% of the visitors to the centre and deal with them effectively without impinging on law-abiding visitors to the site.

Collectively these objectives would help us achieve our aim of 30% reduction in all crime over five years.

Response

Even with the support of both organisations a specific action plan was required bringing together a range of measures over time. It was impossible to develop and deliver all our crime reduction proposals all at once. First and foremost we needed a team able to deliver the strategic aims set by the partnership board and to provide a forum in which data and best practice in crime reduction techniques could be shared.

Several of the department stores within the centre such as Debenhams and Selfridges had their own security and CCTV systems independent of the Trafford Centre. A system was needed whereby each retailer had shared methods of communication, were working in a partnership forum and had standardized and effective methods of detection and prevention techniques in place.

The Retail Crime Initiative.

The Retail Crime Initiative (RCI) is a partnership between the Retailers, the Trafford Centre and Greater Manchester Police. The Trafford Centre RCI is based on an intelligence led policing approach towards tackling retail crime for the benefit of the centre's retail community and customers. It would focus on several key themes.

- The identification, detention and arrest of retail thieves/lifestyle criminals.
- The pro-active deployment of retail security, centre security and police resources to target retail thieves.
- The reduction of theft losses for retailers.
- The production of crime pattern analysis (CPA) data to help identify areas of greatest retail theft risk within the centre.
- The effective use of CCTV within the centre

Monthly meetings would be held between nominated persons from within each retailer charged with responsibility of security for their store. At each of these meetings the partners would produce

- A photo sheet of most prolific shoplifters and person's known to commit offences of deception and fraud operating in the centre.
- A CPA graph form showing overall instances of recorded retail theft and breakdown the same by area/zone.
- Evaluate current information and recorded crime pertinent to individual retailers and crime enquiries to update and produce a suspect list for any incident.

All information associated with the initiative was kept in the agreed secure location within the retail unit.

The Trafford Centre as Landlords to the retailers were charged with

- The control, administration and discipline of the initiative. The RCI controller will have ultimate responsibility and oversee the daily operation and control of data input.
- Input information and also act as intelligence officers for the centre.
- Liaising with the police to rollout RCI membership to identified units with the retail community of the centre.
- Produce the monthly target sheets to be provided to members, on the basis of current intelligence and photographic images supplied by the police (GMP).

The Police for there part would

- Assess new applicants for suitability and ensure the proposed secure location is acceptable.
- Liase with the RCI controller to ensure all incidents are recorded, and to establish the content and format of the monthly RCI meetings.
- Undertake to supply photographic images to the RCI controller for redistribution as target sheets to RCI members.
- In conjunction with the RCI controller will undertake to identify appropriate targets for the monthly intelligence packages for RCI members.

Data Sharing Protocol

In order to deliver the above a data sharing protocol had to be developed allowing for data protection and human rights requirements for the use of information necessary only for the prevention and detection of crime see [appendix B](#).

Partnership training and best practice development

To further aid the newly formed Retail Crime Unit, specific training was given by specialist Police Officers to the private sector partners to work effectively in the field of crime reduction. The training included.

- CCTV operating procedures
- Rules for the collection and retention of CCTV images.
- Operation of Radio communications
- Personal Safety
- Law and procedure
- Incident recording and logging

- Offender detection
- Offender detention
- Conflict Resolution
- Crime Prevention

Every member of the security teams from all retailers within the scheme attended this three-day course administered by GMP and SITO (Security Industry Training Organisation). As the partnership has developed we introduced the Trafford Guardsafe package (winner TNT national partnership award 2002) to the centre security teams in order to bring them broadly into line with the ramifications of the PSIA (Private Security Industry Act 2001)

Secured Car Park Initiative

The second phase of the crime reduction program was to address vehicle crime. With the retail crime unit underway the impact on crime was notable (see attached appendix C stats). However, as evidenced by further analysis by the partnership through the SARA model (Scanning Analysis Response and Assessment) there had been a reduction of crimes within the centre and an increase in the number of offences in the immediate environments of the centre in particular the car parking area. Although several policing operations had been successfully run these were unsustainable operations and a return to previous crime levels was inevitable. The partnership, further to reviewing best practice elsewhere and with reference to home office research papers and analysing CPA data on a range of variables associated with the ability for persons to commit vehicle crime, the centre made application for the secured car parks award seen as the most suitable and sustainable solution.

With 10,000 parking spaces covering over 100 acres, in excess of 11 million vehicle movements (information from Trafford Centre Vehicle Counter System) and direct access from 2 motorway junctions this would be no easy feat. The incorporation of Secured by Design at development stage proved fruitful, with the incorporation of several features into the design plan for the site.

These included:

- A state of the art CCTV system with 60 external cameras strategically located with advice from GMP Architectural liaison, Crime reduction and surveillance units.
- A traffic management and flow system developed in co-operation the GMP architectural Liaison Unit, Traffic Network Services, Local Authority Planners and the architects and engineers for the development.
- A built environment that incorporated the principles of Crime Prevention Through Environmental Design (CPTED). This was significant in light of the Manchester Bomb (1996)

These principles are translated in practice into the ACPO “Secured Car Parks Award” With a consistent level of growth (5% per annum) since opening vehicle usage figures presently stand at 13.5 million per annum. With these factor in mind and with the centre likely to exceed predictive outcomes it was important that as much as possible was done to create a built environment which minimised the potential risk to vehicles parked within the curtilage of the site. To that end

- The proposed layout of the parking bays was changed to more effectively maximise both natural and technical surveillance.
- The management of the landscaping both hard and soft was also subject to assessment

- A comprehensive review of levels of lighting throughout the site was undertaken and improvements made where necessary.

This process is subject to annual review between the SCP (secured car park) regional manager, the Police CRA and the Trafford Centre security manager

Partnership resource and skill areas

As identified by the analysis above the partnership had identified the need to develop working practices and resource procurement in line with our organisations skill areas and capabilities. As evidenced by research papers prepared by the Home Office Research Unit, PPP's (Public Private Partnerships) have several strengths when delivering holistic programs and projects. One of these strengths is the ability to use what independent resourcing capabilities each party has in a partnership forum. The private and public sectors are inherently different in their approaches to project delivery; the private sector being financially driven while the public sector politically and socially driven. The Centre wanted to reduce the cost of crime to their retailers and provide a safe environment to shoppers so they would return without the fear of crime. The police needed to provide reassurance to the public and reduce crime both locally and regionally, and although in many respects had the expertise to do so, lacked the resources necessary. When application was made to force command for extra resources this was met with a simple statement.

“GMP did not police large private shopping centres” CC orders April 1998”.

Realising the potential problems this would create from an operational perspective the partnership researched the cost benefit to the Trafford Centre of helping GMP Trafford fund extra resources via applications to Peel Holdings owners of the development. By 2000 the partnership had provided a fleet of 3 plain vehicles for use by officers who's beat and areas of operational responsibility encompassed the Centre.

These vehicles where taxed, serviced and maintained by the centre, GMP providing group insurance cover and fuel for the vehicles. As time has progressed the vehicles have changed but the sponsorship has continued.

Probationary Development Unit

Again further evaluation of this process was undertaken, further studies were commissioned by the Trafford Centre on Customer perceptions of safety with further reference made to Trafford's Crime and Disorder Audit 1998 and again in 2001. As highlighted by both research initiatives public confidence and perception and fear of crime was higher than the actual crime trend highlighted. Although it should be noted that the fear of crime was now lower than any other sizeable retail area of Greater Manchester it was still seen as a problem needing to be addressed. What was needed was to improve the visible presence of Officers in the centre while not diluting the number of officers able to police the rest of the division. This objective came at an opportune time. With the arrival of the new Chief Constable Mr. Michael Todd, so to came project 8000, aimed at increasing the policing contingent within GMP to 8000 by March 2004, the highest policing level ever recorded. Trafford's contingent was set to increase however so had the demands placed upon us to deliver the key crime reductions of burglary and street crime now a national priority. These crimes are difficult to detect and the offenders difficult to detain. What were needed for the national priorities were officers with a wealth of experience and local knowledge. What the Trafford Centre had was a high proportion of low-level crime, shoplifting and petty theft a perfect breeding ground for officers to obtain skills in:

Offender detection
Arrests
Surveillance techniques.
Dealing with the public.
High profile policing methods.
Crime reporting.

GMP Trafford created the Probationary Development Unit as a result of this evaluation and in response to the needs evidenced by the partnership. An agreement was made with the Trafford Centre that each group of probationary Officers would do 5 weeks training dealing with crimes at the site directly after their initial training, supervised by the Operational Support Unit Inspector.

This addressed:

- The public's desire to see more visible policing in public areas.
- Provided an available resource to incidents,
- Reduced response times, particularly important in securing evidence and gathering witness statements for volume crimes, that due to priority placed on higher level incidents, were often delayed, resulting in key witness's and evidence leaving the site as people were unwilling to wait for police response.
- Improved the divisions ability to tackle high priority crimes as the more experienced officers were not having to deal with such a high proportion of low level crimes and able to concentrate on our key crimes and prolific offenders.

Again assessment was undertaken as to the effect the recent initiatives had had on the level of crime at the site. Although all crime was down further improvements were necessary for the partnership to deliver and maintain its current crime trend and to further improve upon the successes already evidenced.

ANPR (Automatic Number Plate Recognition)

As discussed such substantial economic regeneration brings with it a level of crime. With the aid of the range of methods introduced over the last 5 years, the crime level as per the number per thousand of visitors to the centre was reduced to a 1 in 300,000 chance of becoming a victim of crime while visiting the Trafford Centre. The problem was this was still some 1568 crimes per annum a reduction of 15% from the start of the partnership but a substantial factor on the divisions crime total. This was set against a background of increase in visitors by on average 5% per annum equivalent to 1.4 million extra visitors.

Further research and analysis was undertaken looking at the specifics of policing the centre. What was apparent was the sheer volume of visitors. The criminal element entering the site was approximately 0.00003% of the total visitation number, and to target those individuals without impinging on the law abiding visitor to Trafford was proving very difficult.

What was needed was a method of segregating the law-abiding citizen from the potential offender.

Of the possible alternatives available to us ANPR (Automatic Number Plate Recognition) was one that stood out as a distinct possibility. ANPR is a system whereby vehicles are scanned using specialist CCTV cameras that capture the image of the plate on the vehicle. The

characters on the plate are then verified against several police databases to include the PNC (Police National Computer) highlighting vehicles connected with crime or criminals.

Several suppliers were contacted and a range of equipment was taken on test at TMBC's (Trafford Metropolitan Borough Council's) CCTV control room to gauge its effectiveness and suitability to the task. We visited Northamptonshire police the original pilot area for the use of ANPR in policing and asked their advice and guidance as to its suitability to the purpose we had in mind. From what we had seen, the Trafford Centre was the near perfect location for the use of such equipment; 95% of the visitors arrived by vehicle, access to the site could only be gained via one of four access points, the cctv coverage of the site was excellent, with some 360 external and internal cameras controlled at a state of the art cctv control room.

The Trafford Centre, already working in partnership with Greater Manchester Police, had attained secured by design status and the secured car parks award as discussed. This proposal however was to create an intrinsic link between the public and private sector agencies that allowed the operational expertise and resources to be pooled and channeled directly into the "operational" reduction of crime at a new level.

In June 2002 a successful application was submitted to the Policing Standards Unit Innovation fund for £78,000. This was to provide public sector match funding for an ANPR system for the Trafford Centre Retail Complex. The system was designed to cover all access points into the site scanning vehicles for those associated with crime and wanted criminals.

The system consists of 13 (now 16) Infra Red dedicated ANPR cameras, 4 rack's of Image Capture Hardware, two separate servers one of which holds a selection of police database's, a 4 mile private LES BT communications circuit, and several miles of Fibre optic cabling. This was the first system of its type to be developed between private and public partners across two different sites. The total capital cost of the project was £220,000 (+- 1%), the further £142,000 provided by the Trafford Centre. The revenue costs, approximately £30,000 per annum are paid in whole by the private sector partners.

Unlike other ANPR system developed in the UK this would not have a dedicated policing team made available to react to the incidents generated including other than the PDU. The decision was made to utilise the Trafford Centre's existing security staff to help direct the existing police resources on division and indeed specialist force resources to specific locations from within the existing policing compliment. The technology operates on a 24-hour basis and the data analysed once a week in order to effectively identify crime trends. The system can also be accessed post event therefore providing improved investigation, leading to higher detection rates for key crimes.

The information is subsequently used to inform the Operational Policing Strategy and Police action is directed through an intelligence based Tasking and Co-ordinating Process using the appropriate resources and specific operations. With the unavailability of dedicated resources 24 hours a day in mind, the partnership returned to the developer with a view to improving the automation process of the alert system. What was required was a package that could be tailored to search for particular crime types and selectively highlight those of importance as per the divisional priorities. As a result, a software system was developed that could highlight specific PNC markers that allowed the Police at Trafford to target vehicles and persons wanted or associated with particular types of offences, thus enabling the police to use their resources much more effectively, specifically and timely.

As the system was to be automated and to comply with the Data protection act and Official secrets act the system was split into two sections. The Cameras and Image Capture hardware and software were located at the Trafford Centre Control room and the database storage and

system management software located in the silver control room at Trafford's DHQ. A secure dedicated Mega stream circuit was used to allow communication across the two sites.

A match of a photographed VRM against a VRM contained in the database triggered an 'alarm' to the police so that the details of the alert can be evaluated and a decision made about the appropriate level of police response. At the same time, the Trafford Centre Control Room would be notified of the alert via a dumb terminal. This consists of a message containing the date, time, VRM, location of camera and a photograph of the vehicle plate to verify accuracy. The Control Centre staff then awaits further instructions from the police during which time they will locate the vehicle on the CCTV cameras. A decision is then made by the AOR (Area Operations Room) or Divisional supervision as to how to respond to the alert. Appropriate instructions are forwarded to the staff at the Trafford Centre Control Room as to whether the alert can be ignored or whether police officers will attend to deal with the incident. Other than notification that the incident has been dealt with, no further information is provided to the Trafford Centre Control Room unless it is necessary for the prevention or detection of crime or, the prosecution or apprehension of offenders.

ANPR technology, since its recent inception, has been a tool for use by the police covertly as a means of offender detection and hence has remained out of the public spotlight. Through crime pattern analysis and offender profiling by the partnership it was highlighted there was a balance of opportunist and more organised crime taking place at the site. The partnership decided it was as important to deter the potential offender as to catch the organised criminals, who would subsequently become more targetable, with an increase in resources as a result of a reduction in recorded offences. To facilitate this the partnership used the media as a tool. The use of the system was published in all the local newspapers and publicised on television with Granada reports.

The system went live on the 26th June 2003 with the media launch on the 14th July 2003. As can be seen the system had an immediate impact.

Part of a collective strategy and aided by the level of partnership working undertaken previously this last measure brought about by a constant problem orientated approach and review process (SARA) resulted in the partnership achieving and surpassing its original target of a 30% reduction in crime as per below.

Evaluation

Crime Figures

As per appendix C the graphs represent the crime trends as seen at the centre since January 1999 up to and including December 2003 (60 months).

The ANPR system, although part of the collective package of crime reduction measures and incorporated in to the above assessment, has also been evaluated separately. A copy of the statistical analysis for the ANPR system can be seen in appendix D.

Quantitative

As per appendix C – The reductions in crime for key offences and in overall crime are self evident. The culmination of a number of crime reduction projects has resulted in a reduction in total crime numbers of 21% since the centre's opening (39% in the last 6 months). What is important with these figures is the trend lines, the only negative line being attributed to theft from person (incidentally coinciding with the explosion in mobile phones sales of which the Trafford Centre has the highest proportion of sales of any retail area in the north of England) and the total crime figure.

What was important to the partnership was to negate the effect of displacement to differing crime types by the use of holistic measures that address all crime. Had we been able to achieve wholesale delivery no doubt this marginal displacements seen would never have taken place and could be highlighted by just a simple comparison with the previous 6 and 12 month's crime data. In essence the scanning and analysis subsequent to the initial research was to simply verify what responses were necessary.

The crime reduction figure above is set against an increase in visitors to the centre of on average 5% per annum, equivalent to an extra 7 million people. When evaluating the project the key crime figure that is of greatest importance is that of crimes per thousand visitors and hence the figure that we will use to show if we had achieved our target.

In 1999 this figure stood at – 1 in every 11759 persons (23 million visitors 1954 crimes)

In 2003 this figure stood at – 1 in every 19145 persons (30 million visitors 1537 crimes)

By using these figures you can take into account the increase in visitation. Therefore if crime had remained at the same level as a percentage of the number of visitors we would expect a figure in 2003 of 2551 crimes per annum rather than the actual figure of 1537 a reduction of 40%. This is a reduction of 1014 crimes i.e. 1014 fewer victims. If you take in to account the crimes saved year on year from 1999 to 2003 the partnership has prevented in excess of 2933 crimes. Using the Home Office Costs per crime 2001 figures adjusting for percentage of different crime types we estimate this is a saving of £8,799,000 over 5 years to the retailers, visitors and crime and disorder partners collectively.

Therefore Crime and Disorder partnership surpassed the target of a 30% reduction in crime over 5 years with an actual reduction of 40%.

Qualitative

The partnership formed between the Trafford Centre and GMP Trafford Division has proved fruitful for both parties. This project is an example of how well public private partners can work together towards a common goal. Expertise on both sides, have resulted in the delivery of one of the most productive and comprehensive crime reduction programs of its kind at a fraction of the cost of any similar project seen in the UK. The protocols and contracts put in place, involve our partners to a degree that actively allow the private sector to help GMP Trafford in the fight against crime, giving GMP what is an extra level of resourcing capability from a non statutory organisation. The Trafford Centre for their investment gained the accolade of one of the safest shopping centres in the UK and an active role in the reduction of crime at their site.

The qualitative data gathered from shoppers, visitors and workers from within the centre highlights a substantial reduction in fear of crime when compared with other retail developments across the northwest and further a field. This is a success in itself albeit difficult to quantify in numerical and fiscal terms but one that was important to the partnership.

The benefits however did not begin or end with the reductions in crime brought about by the working in partnership theme. For example; the private sector by their very nature is financially driven, resulting in an enhanced negotiating power and more flexible funding allocation for the partnership. This allowed us to increase the specification of project we were to deliver in line with both organisations aspirations with less emphasis on budget and more on project delivery. The police brought with them their resources expertise and intelligence as well as the SARA problem-solving model by which the project could be managed co-operatively with relative ease. The SARA process is one that supports partnership working and proved a useful concept for the private partners. The scanning, analysis, response and assessment cycle allows the partnership to identify project needs and evidence the necessity for future amendments. The Trafford Centre found this methodology useful not only in identifying and predicting the need for specific resources but in reducing the risk associated with investment in technology and working practices and simply and effectively evidencing this to their management board.

A further point worthy of note is that the use of the ANPR system and the number of arrests for offences other than those of vehicle crime not committed on site was substantial. With the use of in particular GMP's VIS (Vehicle Intelligence System) during operations we have been able to arrest a number of prolific offenders, burglars, person's wanted on warrants, shop lifters, disqualified drivers and robbers and generated a great deal of intelligence on known criminals from across the North of England. Most of these people attended the site generally to shop or meet people with a relatively small percentage there (at that specific time) to commit offences, a by-product of what we originally set out to achieve. An issue when running operations was the length of time waiting for the persons to return to the vehicle, which, had both its strengths and weakness' i.e. if not on a specific operation, we had time to respond but in fixed shift hour shifts we often had to wait for the occupant to return.

As per the CPA (Crime Pattern Analysis) predictive analysis above, we envisage the partnership and the joint use of these crime reduction programs will prove a long-term sustainable asset in the fight to reduce crime at Greater Manchester's busiest attraction.

When looking at further developments of a similar type what we can evidence is that if you develop an effective focused holistic crime reduction program targeting those crimes most affecting that area there will be only 1 outcome – A reduction in Crime.