

## Tilley Award 2005

### Application form

The following form must be completed in full. Failure to do so will result in disqualification from the competition.

Please send completed application forms to Tricia Perkins at [patricia.perkins@homeoffice.gsi.gov.uk](mailto:patricia.perkins@homeoffice.gsi.gov.uk)

All entries must be received by noon on the 29 April 2005. Entries received after that date will not be accepted under any circumstances. Any queries on the application process should be directed to Tricia Perkins on 0207 035 0262.

#### 1. Details of application

Title of the project 'Swinton Town Centre C.R.I.M.E. Initiative'

Name of force/agency/CDRP: The Greater Manchester Police, Operational Policing Unit.

Name of one contact person with position/rank (this should be one of the authors):  
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Name of endorsing senior representatives(s) Mr Paul Brookes

Position and rank of endorsing senior representatives(s) Police Superintendent, Operational Policing.

Full address of endorsing senior representatives(s) Swinton Police Station, Chorley Road, Swinton,  
M27 6AZ.

## 2. Summary of application

This problem solving initiative commenced in December 2003, when routine scanning by the police Crime Reduction Advisor (CRA) identified a rise in offences of commercial, retail, and industrial burglary in the immediate vicinity of Swinton town centre. In discussing this matter with the local Community Beat Officer (CBO), it became apparent that the fear of crime amongst the business community in this area was also increasing, and that there was a general lack of community cohesion.

Whilst acknowledging that Government and Force priorities at that time directed our resources towards the reduction of Vehicle Crime, Robbery, and Domestic Burglary, the CRA sought to justify prioritising the issue of business crime in Swinton Town Centre.

It was argued that:

1) In December 2003, the Salford Division had achieved the following reductions in key crime areas:

**Robbery 16%**

**Domestic Burglary 13%**

**Vehicle Crime 14%**

2) In June 2001, the Home Secretary had announced the Small Retailers in Deprived Areas (SRDA) Initiative, which saw £15 million of capital modernisation funds invested in 10% of the most deprived wards in England and Wales, including the City of Salford.

For the first time we were in a position to direct financial resources towards Swinton town centre, an area which:

- i) Failed to attract funding from regeneration budgets such as New Deal For Communities.
- ii) Historically relied upon limited monies from the Local Authority Business Security Grant Scheme (BSG).

Having justified our cause, an initial problem profile was submitted via the SARA Action Management System, and this initiative was conceived to curb the escalating trend in commercial, retail and industrial burglary on the three main arterial routes which pass through Swinton town centre.

Our interventions were firmly based in The Routine Activity and Rational Choice Theories, in reducing the opportunities for crime to be committed. By influencing the Conditions for Crime, we positively redressed the balance of criminal opportunity.

**Evaluation to date has concluded the following immediate and long term gains:**

**Reduction in Offences of Burglary.**

	<b>Period 01/12/03 – 30/03/04.</b>	<b>Period 01/12/04 – 30/03/05.</b>	
<b>Chorley Road</b>	<b>16</b>	<b>1</b>	<b>No Repeat Victims.</b>
<b>Bolton Road</b>	<b>11</b>	<b>2</b>	<b>No Repeat Victims.</b>
<b>Swinton Hall Road</b>	<b>10</b>	<b>1</b>	<b>No Repeat Victims.</b>

**Sustainable Reductions Following the Conclusion of the Initiative.**

	<b>Period 21/07/04 – 30/03/05.</b>
<b>Chorley Road</b>	<b>1</b>
<b>Bolton Road</b>	<b>3</b>
<b>Swinton Hall Road</b>	<b>3</b>

Our comparative analysis concludes an overall reduction in commercial, retail, and industrial burglary of 89%, with a sustainable reduction of 81% since the conclusion of the initiative.

### 3. Description of project

Describe the project following the guidance above in no more than 4000 words

#### **Swinton Town Centre C.R.I.M.E. Initiative**

Commercial, Retail & Industrial

Management and Evaluation.

[Salford Division SARA Ref: F0/32/04].

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## Objectives

**1) Historically, this area had repeatedly presented itself as a Divisional 'hot-spot' for business crime, and our prime objective was to examine the true nature and extent of the problems faced, vis-à-vis a range of qualitative and quantitative factors:**

**\* Statistical analysis and benchmarking by the police Crime Pattern Analyst (CPA).**

**\* Definitive crime recording.**

**\* Enhanced links with the business community.**

**2) Understand the nature and wealth of business conducted here, and appreciate the physical and environmental factors contributing to this recurrent crime trend.**

**3) Reduce the incidence of burglaries committed against business premises on the three main arterial routes, specifically Chorley Road, Bolton Road and Swinton Hall Road, which represent Swinton town centre.**

**4) Increase an awareness of business crime amongst the business community, develop their understanding of the risks faced, and reduce the fear of crime.**

**6) Promote the principles of Crime Prevention Through Environmental Design (CPTED), and to combine situational and sociological techniques to reduce the opportunities for crime to be committed.**

**7) Use the key knowledge and system products at the heart of the National Intelligence Model to identify and develop target profiles.**

**8) Develop a sustainable business crime strategy with the flexibility to address alternative hot-spot areas.**

Other objectives considered essential to the success of the initiative were to:

**1) Promote the initiative within the target community, and effectively use media coverage.**

**2) Work together with our statutory and non-statutory Crime & Disorder Reduction partners in order to:**

**\* Identify those statutory partners best placed to resource this initiative.**

**\* Present a balanced view of crime within the city, and raise the economic profile of Swinton in accordance with The Local Crime & Disorder Strategy (2003-05) and The Community Plan (2001-06).**

## Prioritisation Criteria

In prioritising this problem over others we considered the following criteria:

**1) The Home Office Retail Crime Strategy, which considers the need for key stakeholders to engage in the development of effective retail crime strategies.**

**2) The Local Crime & Disorder Strategy [2002-05], and the Salford Division Performance Improvement Plan [2002-05], both of which aimed to reduce offences of commercial, retail, and industrial burglary by 15% by April 2005.**

**3) The Local Strategic Tasking & Co-ordinating Group, which saw significant reductions in the key crime areas of Robbery, Domestic Burglary, and vehicle Crime at that time and considered:**

**\* The need to raise the profile of this recurrent crime trend, and develop a structured and sustainable response.**

**\* The analysis completed in respect of this initiative indicated that our commercial, retail, and industrial burglars were also responsible for committing our key crimes. Therefore, in identifying and deflecting**

**offenders during the course of this initiative, we would continue to contribute towards Force and Divisional priorities.**

Success Criteria

**Our success criteria were to be evaluated in the following terms:**

'An overall reduction in commercial, retail, and industrial burglary'.

**Based upon the target 15% reduction outlined in the local Crime and Disorder Strategy and Policing Plan, the Crime Pattern Analyst and Crime Reduction Advisor raised this issue with the Tasking & Co-ordinating Group, who agreed that a directed initiative in a controlled environment should realistically aim to achieve a 25% reduction within a four month period.**

**The Group further decided that a four month period would be an ideal time frame for us to monitor and evaluate this impactful initiative for two main reasons:**

- 1) The initial crime trend and analysis had taken place over a four month period.**
- 2) It was imperative that key crime areas suffered no adverse affects.**

Our success would further be evaluated in the following terms:

- 1) The identification of appropriate partners, immediate and long term resources, and the development of an effective working protocol.**
- 2) Enhanced links with The Probation Services and Drug and Alcohol Action Team, to establish patterns of offending behaviour, and reduce re-offending.**
- 3) A reduction in repeat victimisation.**
- 4) The delivery of practical, timely, and relevant advice to the business community, underpinned by a programme of physical security and environmental improvements.**
- 6) The identification and deflection of offenders, and the disruption of property handling routes.**
- 7) Linked crime series through fingerprint, footwear, and DNA evidence.**
- 8) Ultimately, the development of a sustainable business crime strategy, with the flexibility to address similar problems in alternative risk areas.**

## THE PROBLEM

### SCANNING

Restating The Problem:

In defining the nature of this problem we used **The Problem Analysis Triangle** and a range of qualitative and quantitative information sources to address the features of the victim, offender, and location.

Whilst the initiative was monitored in the Divisional OPU by the SARA Co-ordinator, the CRA undertook daily management of victim and location based actions, whilst offender based actions were handled by the Intelligence Sergeant and Field Intelligence officers.

Initial scanning was as follows:

**1) Crime Reduction Advisor - initial scanning via police GMPICS and OPUS systems revealed:**

**Period: 01/12/03 - 30/03/04.**

**Commercial, Retail, Industrial Burglary.**

**Chorley Road - 16 offences.**

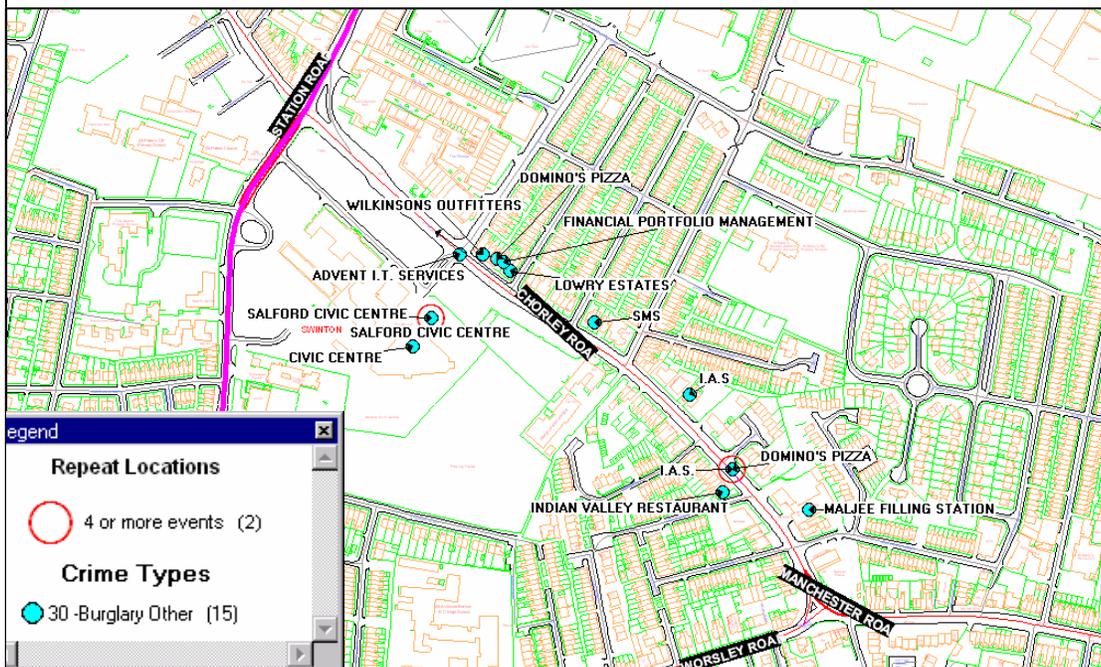
**Bolton Road - 11 offences.**

**Swinton Hall Road - 10 offences.**

**2) Crime Reduction Advisor [CRA] - conducted a physical tour of the area to assess any physical or environmental features contributing to the vulnerability of the victims and their location.**

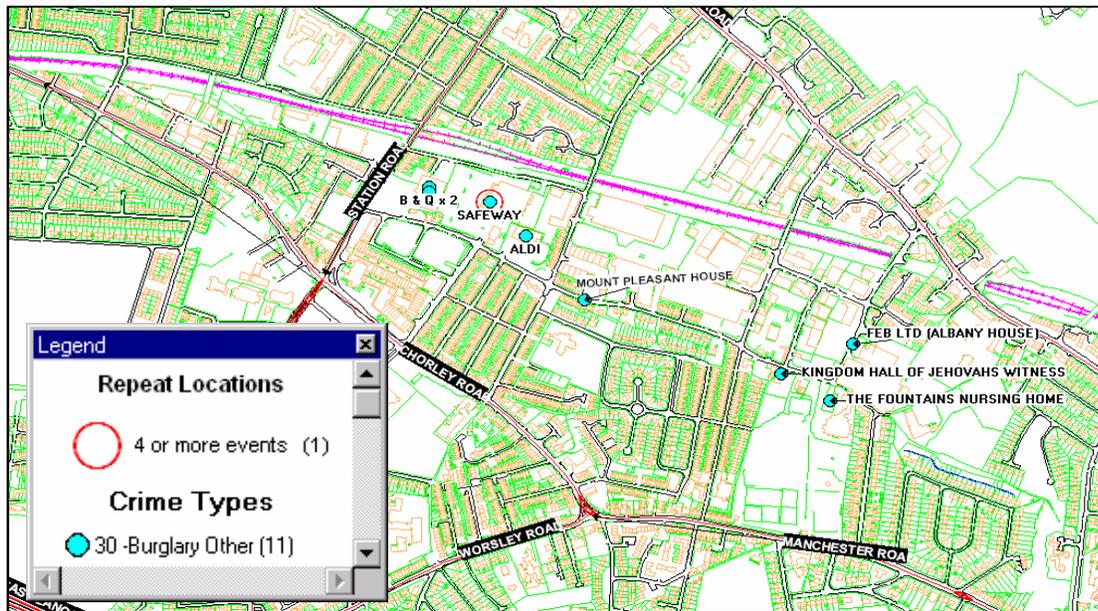
**3) Crime Pattern Analyst [CPA] – produced a problem profile detailing business types, locations, peak offending times, repeat victimization, and the nature of the property stolen:**

#### [Commercial burglaries on Chorley Road – 01/12/03 to 30/03/04](#)

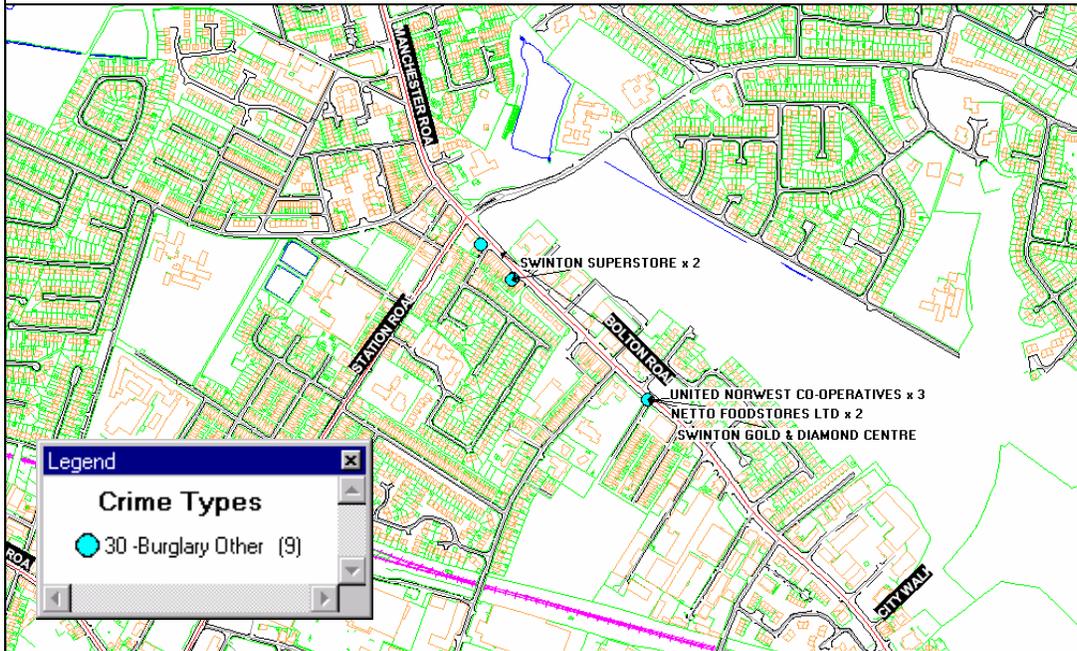


In the period preceding the implementation of the SARA there were 15 burglaries with 2 repeat locations (circled) on Chorley Road.

**Commercial burglaries on Swinton Hall Road – 01/12/2003 to 30/03/2004**

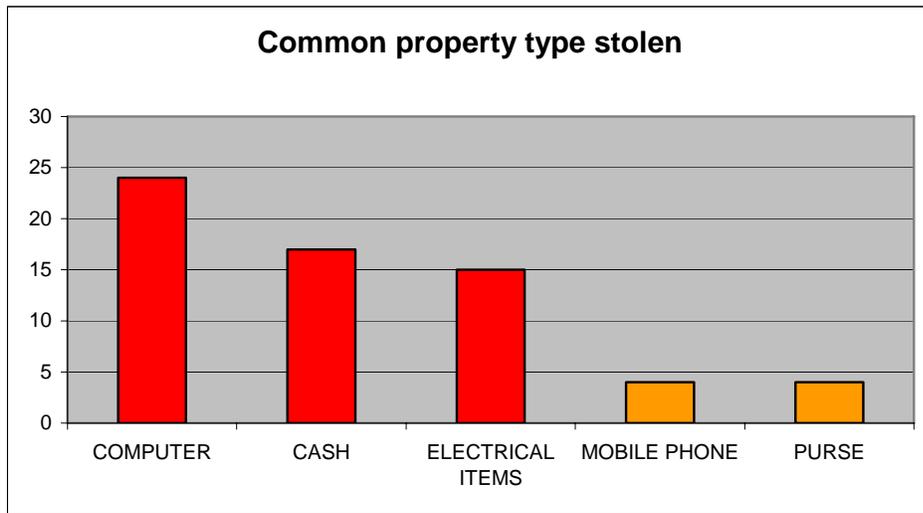


In the period preceding the implementation of the SARA there were 11 burglaries with 1 repeat location (circled) on Swinton Hall Road.



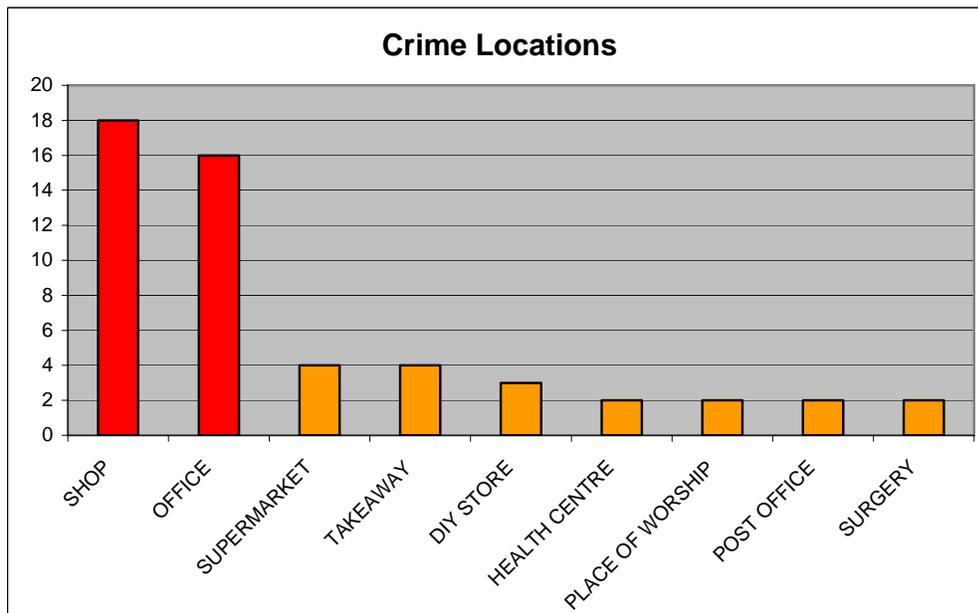
In the period preceding the implementation of the SARA there were 9 burglaries on Bolton Road.

[Property stolen](#)



Computers and associated hardware/software was the main target for the offenders committing the commercial burglaries on the target roads, cash and small electrical items were also very popular and it is assessed that a vehicle would not be required to remove the stolen property out of the premises and locality.

#### Crime Locations



Shop and office premises are the two main common targets with a total of 34 burglaries occurring at these two premise types, which equates to 35% of all commercial burglaries on the target roads over the period covered were at these two premise types.

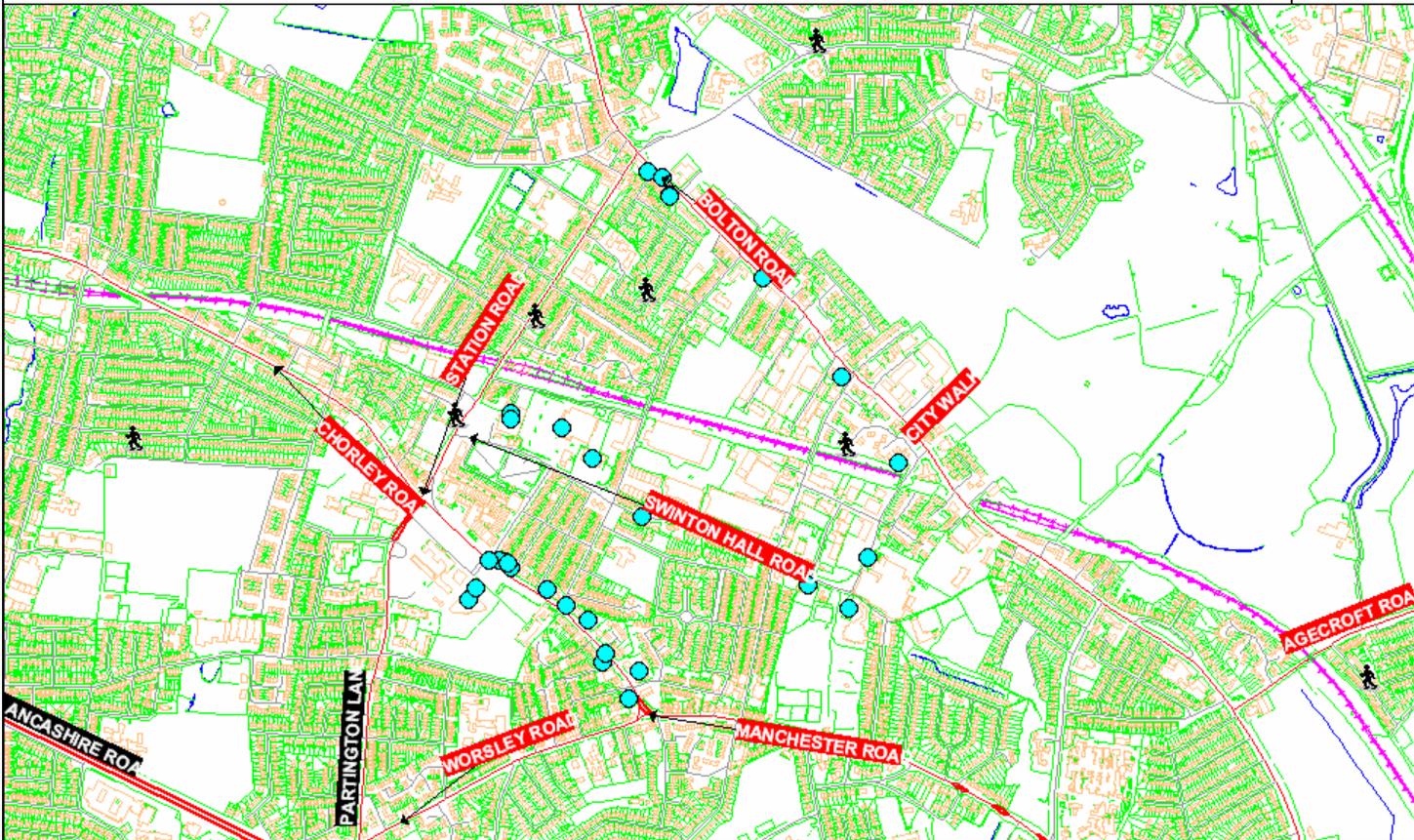
#### 4) Police Community Beat Officer - consultation with the business community revealed:

- \* A broad range of offences were being committed.
- \* High incidence of repeat victims.
- \* **Qualitative evidence suggested that resident, prolific offenders were responsible for this trend.**

However, further analysis was required from the police CPA, Local Intelligence (LIO) and Field Intelligence Officers (FIO).

This analysis was to provide target profiles, detailing active resident offenders, addresses, and offending patterns, the potential for travelling criminals, and a level two cross border crime trend:

**Offender residential locations in relation to commercial burglaries**



The above map shows the locations of linked offenders with the recorded offences and the proximity that they live to the target roads.

The following analysis was then produced, allowing for year on year comparison of crime figures in the target area:

Figure 1. Table showing offences on target streets through differing time periods.

	Chorley Road	Swinton Hall Road	Bolton Road
01/12/99 - 30/03/00	1	2	1
01/04/00 - 20/07/00	7	1	4
21/07/00 - 21/11/00	4	4	5
01/12/00 - 30/03/01	9	11	10
01/04/01 - 20/07/01	15	12	7
21/07/01 - 21/11/01	33	11	12
01/12/01 - 30/03/02	13	4	9
01/04/02 - 20/07/02	14	5	7
21/07/02 - 21/11/02	18	14	8

## ANALYSIS

**Using the combination of qualitative and quantitative data gained through scanning, analysis, and consultation, the problem was defined in the following terms:**

### Victim

- \* Commercial, retail and industrial properties were being targeted.
- \* Victims suffered a high level of repeat victimization.
- \* Repeat victims suffered a range of other crimes including nuisance, damage, and robbery.
- \* Victims were in the main small independent businesses in rented accommodation.
- \* Victims had limited resources with which to address the financial costs of crime.
- \* There was no shared concept of responsibility nor community cohesion demonstrated.
- \* Suitable targets were available, easily carried, and accessible, as per the main property types specified, and this would seem to indicate that in the main offenders were travelling on foot, and seeking small items which were easy to conceal and transport away from the scenes.

### Location.

**There were two distinct location types:**

#### **1) Converted domestic properties occupying main road positions, and these displayed the following features:**

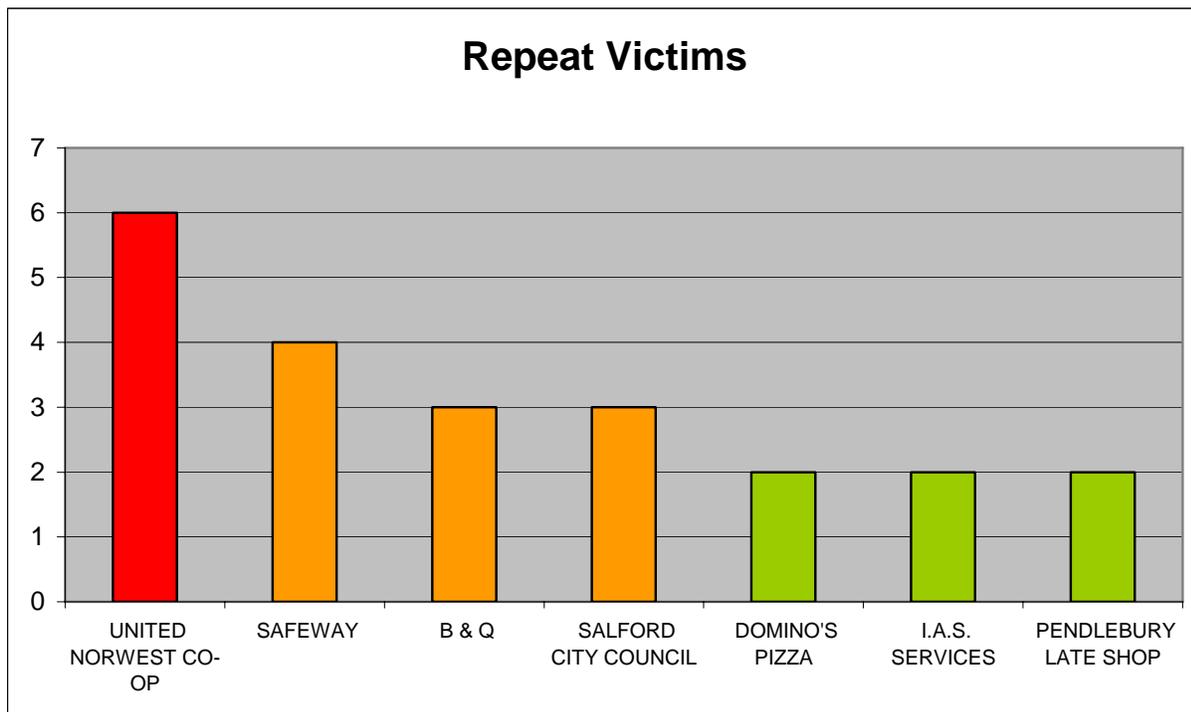
- \* Basic security measures to the frontage.
- \* Type B [bells only] burglar alarms, hence a reliance on third party intervention.
- \* Premises collectively occupied during the period 07:00 - 19:00.
- \* Low, flat roofs and vulnerable windows to the rear.
- \* Pedestrian and vehicular access via secluded alleyways to the rear.

#### **2) Commercial and industrial units bordering an area of wasteland which was poorly fenced, overgrown, and easily accessible via the disused railway line.**

- \* Vulnerable roof space due to the raised height of the adjacent wasteland.
- \* Poorly built units comprised in part of corrugated steel.
- \* Inadequate security measures.
- \* A very dark and secluded threat area with reliance on inadequate sodium street lighting.
- \* The area of wasteland contributing to the vulnerability of premises identified above was privately owned by a large company, itself a repeat victim, and was the cause of much bad feeling within this compact business community.

**Features found to be in common with all locations were:**

- \* There were no capable guardians, and a lack of formal and informal surveillance opportunities.
- \* Inadequate security measures.
- \* Poor building maintenance, with many premises and their immediate environment appearing neglected.
- \* Most vulnerable location types were found to be retail outlets and offices, with 34% of all offences being committed against these locations. In all, seven repeat victims were identified, with three large retail outlets accounting for 13.5% of all offences committed:



United Northwest CO-OP situated on Bolton Road was the main repeat victim with 6 offences occurring at this one location. Safeway and B&Q, Swinton Hall Road accounted for another 7 offences. These 3 locations account for a total of 13 offences, which equates to 13.5% of all victims.

\*Qualitative evidence supported one further trend, that a range of offences had been committed on the small industrial estate bordered by wasteland on Swinton Hall Road, though victims expressed themselves in terms of resentment towards the landowner, rather than reporting these.

**Offender:**

- \*A number of resident, prolific offenders, with a limited offending range of some half a mile radius.
- \*Preference for repeat victimization, and confidence in returning to crime scenes.
- \*Preference for small, valuable, easily concealed and transportable items, indicating that in the main they travel on foot.
- \* Established property handling routes for the disposal of computer equipment and electrical items.

**The analysis complete**, we sought to identify those statutory crime reduction partners best placed and resourced to address this problem.

**Statutory & Non-Statutory Partners:**

- \* Crime Reduction Advisor, Community Beat Officers and Community Support Officers.
- \* Police Field Intelligence Officers, and intelligence sources contained within the Operational Policing Unit, and potentially the Force Intelligence Unit [Level 2 Cross Border potential].
- \* The Local Authority Business Liaison Team.
- \* The Local Authority Commercial Risk Management Advisor.
- \* The Forensic Science Service.
- \* The local business community.

**Funding Opportunities:**

- \* The Local Authority Business Security Grant Scheme.
- \* The Small Retailers Fund
- \* Contributions from the business community itself.
- \* The existing Service Agreement between Greater Manchester Police and The Forensic Science Service.
- \* Basic Command Unit Monies.

**Developing Our Response:**

In developing **potential** responses to this problem, we considered two main preventional theories:

**The Routine Activity Theory**, this providing a valuable tool in the approach to situational crime prevention [Clarke, R.V & M. Felson, (Eds. 1993)], and an approach which states that three factors are required to occur in the same place, at the same time, to enable direct-contact predatory crime; a likely offender and a suitable target must both be present, whilst any capable guardian must be absent.

Referred to as 'The Conditions For Crime', removal of one or more of these primary conditions would enable us to reduce the opportunities for crime to occur.

**The Rational Choice Theory**, which was originally formulated to guide situational prevention efforts [Clarke & Cornish, 1985; Cornish & Clarke, 1986], its main premise based in the idea that ‘...perception of control was control’, and that if offenders could be made to perceive that the risk of detection and apprehension was high, they could successfully be discouraged from committing crime.

#### **Barriers To Response:**

Problems encountered in developing our response included a tendency to rely on known, resident offenders, leaning towards a ‘safe-zone’ in targeting. This was overcome by the CRA through in depth research of crimes committed within the period of interest.

Our second problem was our failure to generate interest in a local Business Watch Scheme, this being symptomatic of the lack of community cohesion in the area.

Having successfully reduced the level of business crime, our Watch Scheme Co-ordinator is currently encouraging the concept of shared responsibility through the business community, and is actively promoting a radio link system and Business Watch Scheme.

### **RESPONSE**

**Our response then**, was defined in the following terms; to make targets less suitable, to reinstate the absent capable guardians, and to deflect our likely offenders.

**Our methods** would combine the situational and sociological elements contained within The Ten Principles of Crime Reduction whilst delivering an appropriate, risk commensurate and cost effective response.

**Our progress** was to be monitored by the Crime Pattern Analyst in terms of increased reporting figures and a reduction in offences.

Whilst ongoing informal consultation within the business community, and amongst statutory partners would be used to further guide our actions.

#### **Three Tenets to Delivery:**

##### **1) To make targets less suitable.**

**In defining a target as either a person, object or place, and determining suitability in terms of value, inertia, visibility and access, we undertook the following action.**

##### Target Hardening.

We raised awareness of the risks posed within our target community by developing, and delivering a Crime Reduction Training Package to our Police Community Support Officers, who in turn visited each premises in the area to offer initial support and advice, and deliver crime reduction literature specific to the nature of the problem as identified by scanning and analysis.

##### Reduce The Pay-Off.

Vulnerable property such as computer equipment and electrical items were marked both covertly with ultra violet pens, to assist with recovery, and overtly with indelible ink to reduce resale value, and disrupt handling routes.

##### Target Hardening/Target Removal.

Our partners in the Local Authority Business Liaison Team, distributed information pertaining to The Business Security Grant Scheme, The Small Retailers Fund, and the availability of site specific security surveys conducted by The Police Crime Reduction Advisor. This information was targeted towards our high-risk business crime area, and was distributed with the local Business Rates to coincide with the commencement of the initiative.

##### All Ten Principles.

The Police Crime Reduction Advisor contacted all repeat victims with the offer of site specific security surveys, and

access to funding through the Local Authority Business Liaison Team.

Target Hardening/Environmental Design [CPTED].

All the premises featured in the three identified inner hot-spot areas were visited by the Crime Reduction Advisor, received appropriate, realistic, and cost effective security advice, combined with the offer of grants, and in respect of the industrial units bordering the area of wasteland, were offered rent free periods in lieu of their 33% contribution towards environmental improvements and target hardening works.

**2) To Reinstate the Absent Capable Guardian.**

**In defining a guardian as any person or thing that discourages crime from taking place, and assessing capability in terms of effectiveness:**

All Ten Principles.

A collective security scheme, set within a newly secured perimeter, and externally monitored CCTV system on the industrial estate.

Surveillance/Deflecting Offenders/Rule Setting/Increase The Chances of Being Caught.

The erection of a monitored CCTV camera in Swinton town centre, and ongoing proposal for the erection of a further pole mounted camera on Bolton Road

All Ten Principles.

Individual security surveys promoting the installation or reinstatement of capable guardians, whether by fencing, target hardening to the building, effective lighting systems, monitored [type A] alarms, CCTV or physical man guarding.

Formal Surveillance/Deflecting Offenders/Increase The Chances of Being Caught.

Increased presence of high visibility patrols in threat areas at peak offending times, using police officers and Community Support Officers.

**3) Deflecting Likely Offenders:**

**In defining a likely offender we looked at the three main motives for offending; Gain or Need, Society, Experience or Environment, and Beliefs:**

Increase The Chances of Being Caught.

High profile policing.

Erection of monitored CCTV systems.

Raised awareness and education within the business community.

In using our intelligence profiles, and the qualitative evidence supplied by Local and Field Intelligence Officers, we identified potential offenders and handling routes.

Deflecting Offenders.

The Divisional Prisoner Processing Unit conducted intelligence interviews with prolific and serious offenders, enabling patterns of offending to be established.

Representatives of The Crown Prosecution Service now based in police stations were consulted in the preparation of prosecution files, the minimum requirements for committal, and projected sentencing outcomes.

Enhanced links with the Probation Service and Drug and Alcohol Action Team were Developed by the Police Field Intelligence Officers.

Rule Setting.

By demonstrating a zero-tolerance approach to offences of commercial, retail and industrial burglary, by the sentencing and management of offenders.

**In responding to this problem** we have demonstrated the effectiveness of the SARA problem solving model, and the crime reduction techniques placed therein. Initial evaluation is expressed as follows:

**Commercial burglaries on Chorley Road – 01/04/04 to 20/07/04**

Once the SARA was implemented and advice given there was a reduction of 7 offences (-46.6%) over the 3-month period on Chorley Road.

**Commercial burglaries on Swinton Hall Road – 01/04/04 to 20/07/04**

Once the SARA was implemented and advice given there was a reduction of 8 offences (-72.7%) over the 3-month period on Swinton Hall Road.

**Commercial burglaries on Bolton Road - 01/04/04 to 20/07/04**

Once the SARA was implemented and advice given there was a reduction of 3 offences (-33.3%) over the 3-month period on Bolton Road.

With this in mind, our evaluation will begin with the following statements;

- 1) Application was made to government funding streams, and whilst some will conclude this year, there is no indication that the primary resource (Business Security Grant Scheme derived from SRB monies) is to be withdrawn.
- 2) Situational and sociological interventions have remained appropriate, risk commensurate and cost effective.
- 3) The police and local authority resources drawn upon in this initiative are firmly established, sustainable and transferable.

**ASSESSMENT**

**Evaluation then, was considered in the following terms:**

1) Quantitative and qualitative evidence supplied by the Police Crime Pattern Analyst, Community Beat Officers and Community Support Officers, in comparing reported crime figures, and the results of informal consultation, in the four month periods before, during, and after the initiative.

**Overall reductions during these periods are expressed as follows:**

	<b>01/04/04-20/07/04.</b> [Interim]	<b>21/07/04 - 21/11/04.</b> [Overall]
<b>Chorley Road:</b>	Reduction of 46%.	Reduction of 87 %
<b>Bolton Road:</b>	Reduction of 33%	Reduction of 56%
<b>Swinton Hall Road:</b>	Reduction of 72%	Reduction of 82%

Sustainable Reductions 21/07/04 – 30/03/05

Chorley Road	1 Burglary / No Repeats.
Bolton Road	3 Burglaries / No Repeats.
Swinton Hall Road	3 Burglaries / 1 Repeat.

2) Post SARA qualitative information secured through consultation with the business community, and confirmed by police Crime Evaluators, concludes an increase in crime reporting.

This in turn has assisted in the scanning of an emerging trend of business robbery affecting a number of our burglary victims. This raises concerns as to the possible displacement of crime types, and a need for the delivery of innovative interventions including:

\* Partnership work with The Department of Trading Standards and Environmental Services, with regards to enforcing crime reduction advice through Health & Safety Legislation, where to ignore that advice leaves staff members at risk. An innovative protocol is being established which will use the Lead Authority to prosecute corporate bodies guilty of such neglect.

\* Two of the Divisional Crime Reduction Advisors have undertaken the Home Office Associate Trainers Course, and have begun the process of delivering a one day training course in problem solving and crime reduction to all statutory crime and disorder reduction partners. This will raise awareness within the crime reduction family, whilst ensuring ease of access to vital information for our more difficult to reach business communities.

\* Raising awareness, and promoting funding opportunities through the inclusion of literature with the delivery of annual business rates, thereby avoiding media coverage and the resultant tendency to self refer, has enabled us to take ownership of this problem, and target our resources towards this identified priority.

**Remaining objectives:**

\* In developing links with the Probation Services, and seeking to progress initiatives with The Target Offender Project and Persistent and Priority Offender Strategy, we have come to better understand our offending profile, and achieved a reduction in re-offending.

\* In maximising the potential of established partnerships, we have developed a business crime strategy rich in commitment and long term resource, with the ability to accommodate similar problems across the City. The robust nature of this strategy has been further strengthened by the introduction of CCTV to Swinton town centre, this being monitored by the Local Authority, and linked directly to Little Hulton, Eccles and Walkden town centres.

**Exit Strategy:**

Our exit strategy considered the need for long term sustainability at the outset of the initiative, and this was developed around the Problem Analysis Triangle.

Victim:

The Crime Reduction Advisor would continue to offer risk management advice and physical security surveys.

The Local Authority Business Security Grant Scheme would continue to offer financial support, and would increase the upper limit of its contributions to cover the loss of short term funding streams.

The police Community Support Officers would maintain a high visibility presence in the area, would continue to develop their links with the business community, and would conduct follow up visits to victims of crime.

Our long term analytical capability would be secured by the employment of a new Local Authority Analyst, and the ongoing commitment of the police analyst.

**Offender:**

Having raised the profile of this problem on the Division, our Field Intelligence Officers (FIO) remain committed to identifying and monitoring emerging and known offenders.

All known and persistent offenders continue to be monitored through our J-Track system.

Evidence from crime scenes continues to be fast-tracked by the Forensic Science Service and the GMP Scientific Services Branch.

Our FIO's continue to develop links with The Probation Services and Drug and Alcohol Action Team.

**Location:**

Partnership work between the Police and Local Authority has resulted in a monitored CCTV system being erected in the town centre, whilst further cameras are to be strategically located at pinch points such as the junction of Station Road and Bolton Road, thereby reinstating an effective twenty-four hour guardian.

Our Watch Scheme Administrator continues to promote a radio link system and Business Watch Scheme in the area.

Much continues to be done to raise the profile of the area in general, including the promotion of the Safer Car Parks Award with The British Car Parking Association, and the imposition of stringent licensing laws in our licensed premises.

**Firmly established partnership protocols have been developed around sustainable resources, and in gaining the confidence of the business community, we have secured our long term objectives.**

**Conclusion:**

In evaluating this initiative we have concluded a significant degree of success in achieving our immediate objectives. Quality and cost-benefits analysis have been assured, and firmly established, sustainable resources have been identified through which to secure our long term goals.

Whilst the door remains open for further scanning and analysis, we can be assured that we have a robust business crime strategy with the potential for further development, and sustainable replication in alternative locations.

## References

'Situational Crime Prevention: Successful Case Studies'.

*[2<sup>nd</sup> Edition. Ed. Ronald V. Clarke].*

'Crime Prevention & Community Safety: Politics, Policies & Practices'.

*[Longman Criminology Series, Ed. Tim Newbury].*

The Home Office Crime Reduction Website:

*[www.crimereduction.gov.uk](http://www.crimereduction.gov.uk)*