

Tilley Award 2006

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

All entries must be received by noon on the 28 April 2006. 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.

Please tick box to indicate whether the entry should be considered for the main award, the criminal damage award or both;

Main award

Criminal Damage Award

Both Awards

1. Details of application

Title of the project

Trafford Park Security Initiative – Reducing Crime in Trafford Park.

Name of force/agency/CDRP:

Safer Trafford Partnership

Name of one contact person with position/rank (this should be one of the authors):

Mark Aspin
Projects and Finance Procurement Manager - Safer Trafford Partnership

Email address: Mark.Aspin@gmp.police.uk

Full postal address:

Stretford Police Station, Talbot Road, Stretford, Trafford, Greater Manchester M32 0XB

Telephone number: 0161 856 7753

Fax number 0161 856 7790

Name of endorsing senior representatives(s) Janette McCormick

Position and rank of endorsing senior representatives(s)

Chief Superintendent

Full address of endorsing senior representatives(s)

Stretford Police Station, Talbot Road, Stretford, Trafford, Greater Manchester M32 0XB

2. Summary of application

In no more than 400 words please use this space to describe your project. Include details of the problem that was addressed a description of the initiative, the main intervention principles and what they were designed to achieve, the main outcomes of project particularly in relation to the problem, evidence was used in designing the programme and how the project is evaluated.

This project began as a result of the Chief Constable receiving a number of complaints regarding the activities of persons engaged in commercial burglaries, violent crime and vehicle crime in Trafford Park. Multi national organisations, local businesses and traders had reported a dramatic increase in their fear of crime. The National Intelligence Model (NIM) process identified significant crime trends within these same hotspot areas through crime pattern analysis.

As an initial response Trafford Park Security Initiative (TPSI) was developed in April 2001 followed by operation Pride, TPSI's exit strategy, in 2004. The project identified and defined the cause of the problems.

A partnership was formed in order to tackle prolific offenders' behaviour, reduce the level of commercial burglary and fear of crime within Trafford Park. A secondary objective was to reduce violent crimes and vehicle crimes associated with the burglaries. Team members from the partnership were assigned to deliver the project including a dedicated project manager, crime pattern analyst and support from 3 dedicated police officers. Members of the local business community fed back evidence of crime at their sites supported by their landlords where wider problems were being seen.

It became evident that it would be necessary to 'treat' specific areas with a range of situational and sociological crime prevention measures. This required the agencies to work to a problem solving approach. A regular multi-agency sub group was convened, that would decide upon action plans for each area to be addressed. The Partnership implemented legislation under section 278 of the Highways Act with road closures used as part of crime prevention measures, one of the first in England or Wales to be granted. Monthly reviews were conducted to count and identify individuals engaged in criminal activity within the area. Utilising the Crime and Disorder Act 1998 pertinent information was passed to individuals, groups and estates on persons and suspicious activity to look out for and report back.

A target to reduce commercial burglary by 10% by the end of March 2003 was set in April 2001. Operation Pride, part of the exit strategy, was to reduce the baseline figure achieved by March 2003 by a further 10% through implementing recommendations born as a result of the end of project evaluation. From April 2001 to March 2003 commercial burglaries reduced by 37% and vehicle crimes reduced by 50%. Between the end of the TPSI in March 2003 and the implementation of the exit strategy in November 2004, burglaries had increased by 17% showing an overall reduction from 2001 of 22%. Vehicle crime reduced by a further 31% taking the overall reduction figure for vehicle crime to 66%. By November 2005 one year into the exit strategy the burglary figure had reduced by 41% and vehicle crime by 69% from the baseline set in April 2001.

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

Introduction - Objectives of the Project

Background

Trafford Park was the world's first industrial park, and is still the largest, covering an area of 4 square miles and housing approximately 1,400 companies, employing 53,000 people. The Park is situated within the boundaries of Greater Manchester Police's Trafford Division.

The Trafford Park Security Initiative (TPSI) was a crime reduction initiative that ran for two years from April 2001 to March 2003 with Operation Pride being born from the exit strategy formulated through recommendations from the project. Pride began in November 2004 subsequent to an independent evaluation. The initiative was funded by £456,000 from round 2 of the Targeted Policing Initiatives from the Home Office Crime Reduction Programme. The Local Strategic Partnership (LSP) funds Operation Pride.

Greater Manchester Police, Trafford Metropolitan Borough Council, Manchester Inward Development Advisory Service (MIDAS), English Partnerships, North West Development Agency (NWDA) and Trafford Park Business Forum formed the partnership that would underpin the project. Team members from the partnership were assigned to deliver the project including; a dedicated project manager, crime pattern analyst, three dedicated police officers, all of whom received Home office Crime Reduction and Architectural Liaison training, two environmental wardens from Trafford MBC, plus support from private security contractors Nobel and Reliance.

Trafford Park is almost exclusively an industrial estate, with very little resident population. The opportunities to commit crime are increased by the lack of witnesses, especially in the evening, night and at weekend. The offenders themselves lived on the adjoining divisions surrounding Trafford, the majority being from Salford. They were sophisticated, violent career criminals who are quickly replaced if caught and imprisoned from teams formed through gangs operating in the Salford and Manchester areas.

Objectives

The objectives for the TPSI were:

- Reduce the number of commercial burglaries in Trafford Park by 10% when compared to the baseline set in 2001.
- Reduce the number of vehicle crime hotspots within Trafford Park by 30% when compared to the baseline set in 2001
- Reduce the number of violent crimes associated with the burglaries by 10% when compared to the baseline set in 2001.

The TPSI team led on both the operations within the Park and crime reduction partnership activity. These two complimentary measures were used to address the route causes and the symptoms in order to address crime and the fear of crime felt by the businesses. The first, Policing operations were used to apprehend the offenders, with the second, crime prevention, putting in place more sustainable solutions to address the route causes.

In order to understand the extent of the problem further, to set a baseline figure and to measure our progress, repeatable 'crime audits' were conducted monthly by the analyst. Enough knowledge of the issues existed to determine the locations that were being targeted and the routes used by offenders to enter the park. These locations were plotted upon a map.

Defining the scale of the Problem

The victims

In order to understand the extent of the problem further, to set a baseline figure and to measure our progress, repeatable 'crime audits' were conducted monthly by the analyst. These in turn were compared to the perceived level of crime via data recovered from local businesses through both local business watch meetings and surveys conducted with the business watch members. This data was cross-referenced with GMP crime data and compiled in August 2001. As thought, this data reinforced the position that these issues were of significant concern to the business community. It revealed that 453 different businesses had been targeted in a 2-year period from August 1999 to July 2001, over a third of the entire park. 57% of these businesses were repeatedly targeted as many as seven times. The total number of commercial burglaries was 778 for this period.

Enough knowledge of the issues existed to determine the locations that were being targeted and the routes used by offenders to enter the park. These locations were plotted upon a map.

The first crime audit commissioned at the start of the project identifying an average of 112 crimes recorded each month from 1999 to 2000. These included commercial burglary, criminal damage, vehicle crime and robbery. What became apparent is a large number of the crimes were linked, with vehicles stolen used in further crimes, curtain sided trailers targeted by the same teams as the burglaries and criminal damage preceding further more serious crimes at the sites such as robberies and burglaries.

Tool and plant hire shops, when targeted, were often followed by high numbers of other burglaries throughout the park, with the tools and plant stolen used to access other sites.

The locations

The most active hotspot for criminal activity was Westbrook Road Trading Estate, Westinghouse Rd, Guinness Rd trading estate, The Village and the Parkway. These areas accounted for 19% of the burglaries in the two-year assessment period. These sites were surveyed as part of the initial audit by the Polices crime reduction advisors and found to be wanting in the following areas.

- Fencing – Sporadic undefined perimeters. Some mismatched with various different types of fencing used by individual businesses with areas of secure boundary nullified by areas of no or poor fencing.
- Surveillance/cctv/security – Little or no use of cctv. Those individual sites utilising it often did so in isolation with the emphasis on cost and not function.
- Flora Fauna – Un-kept substantial shrubbery often forming the perimeter of the sites acting as a natural fencing and hiding actual fencing in a state of disrepair. This allowed persons to hide from view easily while attacking the buildings and allowed an array of both access and egress from the site.
- Multiple exits – Due both to poor fencing and inadequate site design the areas had multiple exits both on foot and with a vehicle. This minimised the risk of detention by responding police patrols as the offenders could scatter in multiple directions.
- Prefabricated building design – Buildings were often used for purposes outside of their original design specification with a large numbers of sites holding stock and equipment of a high value in 1960-80's prefabricated buildings. These were of weak construction with low roof's easily accessed via force at any point with securities on the main access points such as doors and windows

nullified by the weakness of the rest of the building to mechanical attack.

- Poor business practice – Computer equipment was left on show adjacent to unsecured windows, little security was considered when installing major IT works, keys were left in vehicles inside compounds, laptops were left in boots of vehicles on site, the vast majority had type B alarms or type A alarms without dual verification leading to reduced police response. Keyholder details were not renewed.

Other Commercial burglary hotspots were located in areas with large numbers of high tech industries. CCTV did not cover the areas, and if it did, it was usually for individual organisations to cover their own site with the emphasis on budget and not function. It was normal to find these individual estates with unkept trees and shrubbery, multiple exits, poor working practices and buildings with thin fabricated construction and flat roof's. The area would often become a 'no go' area for businesses, and would fall into disrepair with multiple untenanted premises leading to lack of investment and generating a cyclical process of decline.

As for the more sporadic incidents, team members visited every victim of burglary to perform a survey.

Again poor crime prevention, lack of awareness of target hardening measures, lack of awareness of risk and business operating procedures not commensurate to crime prevention were recorded as common characteristics of the site.

The offenders

The true number of offenders operating within Trafford Park was unclear. Seven individual people were arrested in two months for eighteen separate incidents of commercial burglary in 2000, but the numbers continued to rise. The police, who had already been working on commercial burglary incidents for a number of years, knew that several individuals involved were lifestyle criminals representing a high proportion of the total burglary rate, with the offences seen as an occupation. The violence, vehicle theft and damage were part of the trade. The partnership submitted a report that was placed before the force command team indicating that substantial resources would be necessary to address these persons, to allow the project to take hold and allow the partnership to address the root causes of the problem.

The persons arrested, known to be operating in the area or wanted in connection to a related crime, were detailed on a database that was updated daily by the crime pattern analyst (CPA). Associated modes of transport were also included. The information gained was then shared between the lead agencies in accordance with information sharing protocols and with companies joining the scheme via the existing Trafford Park Business Watch (TPBW) a not for profit company. This was done; at monthly meetings, via a newsletter to all members and the "ring round system", an automated system that left pertinent messages via the phone with members. All members and organisations were asked to add any information to this database via the team by phone, email, fax or letter so a true picture of the problem could be generated. Only members of the TPBW were eligible to receive details on suspects and intelligence to comply with data protection.

By November 2001 60 offenders were detailed on the database known to commit burglary offences in Trafford park. This would form part of our baseline. These persons were associated with some 700 different vehicles also detailed on the database and updated monthly. One known offender was associated with 70 different vehicles.

Of the 60 –

11 were thought to be lifetime criminals targeting Trafford Park
10 were staff members targeting their places of work of which 7 were security staff.
39 were thought to be opportunist thieves targeting low risk, high pay off sites.

Research showed that the 60 offenders had been arrested for 1333 criminal offences, 430 of which were recorded within the previous 12 months. The 5 most prolific offenders had a collective 186 convictions over the past 6 years an average of 37 each.

Response to the Problem

Phase 1

As a result of the crime audits, the police figures detailing the number of crimes recorded in the area, and the surveys undertaken in hotspot locations, the TPSI implemented a number of measures to address both the root causes of the problem and the symptoms generating the fear of crime felt by the business's.

Policing Operations

The most immediate task was to address the number of persons committing burglaries and the linked vehicle and criminal damage crimes in the locality. The Police provided a higher profile presence both during working hours as reassurance to the businesses and during the evening as both a deterrent and rapid response. The police also began carrying out intelligence-led proactive policing operations adding increased levels of force resources with a focus on disrupting, reducing and detecting crime. This was funded by the TPSI with £99,000.00 spent on 39 policing operations in the 2-year TPSI period. The operations were co-coordinated by the dedicated crime pattern analyst in partnership with the operational policing unit (OPU), local crime beat officers and supporting information from the selected business watch members with likely targets, offenders, routes and trends identified in order to direct the operations. In the first 9 months of the initiative 55 arrests were made for the following 164 offences.

122 Burglary Other
12 Going Equipped
15 Theft of Motor Vehicle
2 Aggravated Taking of a Vehicle
7 Theft from Motor vehicle
6 Handling Stolen Goods

Of these persons 90% were already recorded on the offender database. The rate at which the same persons were arrested for these offences had increased by 150% with the top 5 offenders being arrested 11 times each while operating in the same team. As a testament to the level of policing activity this group of 5 most prolific offenders were on a 1st name basis with the projects police team, sending them pizzas and other unpaid delivery items on a regular basis. These persons often posed as members of the public wishing to speak to the officers over the phone to check if they were on duty.

While these policing operations were ongoing a number of more sustainable measures were being put in place to address the identified root causes of the problem.

Implementation of Business watch

Trafford Park Business watch members volunteered to receive information packs of known offenders and were asked to submit any suspicious activity to the team. These included; evidencing identifiable individuals the businesses witnessed loitering or using threatening behaviour, suspicious vehicle activity or

a crime had taken place and had been reported to the police. Without the information packs of prolific offenders and descriptions of the associated vehicles, the identification and evidence gathering process would have been undermined.

Best Practice Estates program

Green properties owned the Westbrook road trading estate, the highest repeat victim hotspot location on the park. In partnership with the environmental wardens they began to improve the environment around the estate utilising secured by design principles in planting new flowers, shrubbery and grass that had become worn and old looking throughout the site. As part of the strategy fencing was installed around the entire perimeter. Together with innovative use of the 1980 highways act section 278 closing the access roads to the estate with gates and locked out of hours to prevent vehicular access, securing the site. The only available access point was controlled with a security lodge controlling access out of hours to the site.

A monthly meeting was created that became known as the Trafford Park Security Initiative best practice estates programme (TPSIBPEP). The conference nominated business watch members whose estates were considered high-risk locations. The stakeholders discussed and planned responses to assist the estate, recognising the impact of crime on businesses within those estates.

The agencies involved in this conference on a regular basis were: GMP, Trafford Metropolitan Borough Council (TMBC), Landlords; including Peel Holdings, B-Serv, Green Properties, Norwich Union Holdings and various pension groups whom together own over 40% of the entire park, Trafford Business watch members, Trafford Park Business forum representatives and MIDAS.

The flow chart depicting the formulation of the planned response to any nominated individual site, provided structure to assist the multi-agency work (see Appendix 2). This formed the model for the TPSIBPEP.

12 monthly review

As the project reached its second phase a review was undertaken to highlight areas of strength and weakness within the project and to initiate changes in the projects delivery in order to increase the projects impact. Each crime type and measure implemented was reviewed as to its impact on crime with views expressed by the Business Watch Forum at their AGM (Annual General Meeting) taken into account. By end of 2001 a 27% reduction in commercial burglary had been recorded.

Phase 2

Trafford Park Business Watch (TPBW) membership was required in order for organisations to benefit from the services on offer due to data sharing protocols developed to comply with data protection legislation. The scheme had a relatively low take up rate with less than 10% of the park having joined. As a result the team developed a range of enhancements along with a recruitment drive in order to boost the number able to benefit from the TPSI.

Ring round system – Trafford Park Business Watch

The first enhancement was with the “ring round system” originally used to generate intelligence for the team and plan both crime prevention and operational policing strategies. The scheme was expanded to offer the service free of charge to any business joining the Trafford Park Business Watch.

This was thought to

- Create a wider more holistic and up to date view of crime on the park.
- Allow the passing of relevant intelligence on to those businesses thought to be at risk from any intelligence.
- Generate requests for sightings of persons or suspicious vehicles to the police, which could then be investigated.

This was known as the commercial crime initiative (CCI)

Pager Alert System

Again a further enhancement born of the review was the expansion of the pager alert system used initially to target offenders targeting repeat victims. This service was offered to all members of business watch at cost price from the installer supported by the project. The paging units were also placed in all Trafford division's traffic vehicles, local patrol cars, street crime patroller vehicles and private security response teams vehicles. The aim was to improve response times to incidents increase the detection rate and disrupt criminal activity.

Theft by Employee

One area the project team wanted to address across the park was the number of crimes involving employees of the victims business. 39 Burglary and theft offences were recorded in 2001 that involved employee and contracted security personnel with further suspicious but unproven activity by employees and contracted security on unsolved offences.

As a result the team developed "Guardsafe" A training and employee suitability package. The scheme would offer organisations free training to security staff and employees with security responsibilities in relation to:

- Crime prevention.
- Law and procedure with special reference to rules of evidence.
- Intelligence gathering and dissemination.
- Conflict resolution awareness.

All persons attending the course were required to have a criminal record check via subject access in order to pass the course. Persons attending and passing would then be certificated as Greater Manchester Police approved. This part of the project was used as a test bed for the 2002 private security industry act and was identified as good practice via the home office white paper relating to private security accreditation. The "Guardsafe" scheme won both the Security Industry Training Organisation (SITO) national training award 2002 and Joint Security Industry Council (JSIC) security excellence award 2002. The Guardsafe trademark is now owned by Greater Manchester Police.

Evaluation of the intervention

Manchester Metropolitan University and the Force Best Practice Review Panel undertook an independent 6-month evaluation at the end of the project. As the evaluation ascertained, by the end of 2003, a 37% reduction in commercial burglary was matched by a 50% reduction in vehicle crime a 22% reduction in criminal damage, and a 10% reduction in violent crime* all above the target crime reduction figures. The first best practice estate Westbrook road trading estate had reduced the number of crimes taking place on the estate from an average of 13 per year to 2 in the 18 months after the program was completed, an 86% reduction.

The monthly crime audits were critical in evaluating the project. Figure 1 shows the breakdown of the

number of burglaries found on each audit. Figure 2 shows a graphical representation of those figures. Figure 3 highlights the yearly totals and percentage reductions on the previous year. It can be seen that the numbers of offences did significantly reduce over time.

**the violent crime figures were influenced by crimes occurring in the Trafford Centre associated with the late night opening of several bars and clubs. These proved difficult to remove from the overall figures without the analyst reviewing each and every incident, a requirement that proved to time consuming to facilitate.*

Figure 1. Below are the number of burglaries recorded at each Audit Point at the end of years 1 - 2001/2 and 2 - 2002/3 of the project.

date range	2001/2	2002/3
Burglaries within month		
Apr	38	17
May	33	13
Jun	29	26
Jul	27	37
Aug	33	24
Sep	50	24
Oct	43	21
Nov	27	17
Dec	17	11
Jan	28	27
Feb	19	20
Mar	12	8

Figure 2 – Graphical representation of the Commercial Burglaries occurring in Trafford Park throughout the Project on a Monthly Basis Blue Line is actual Burglary Others, the Black Line is Trend Line over the projects 2 years.

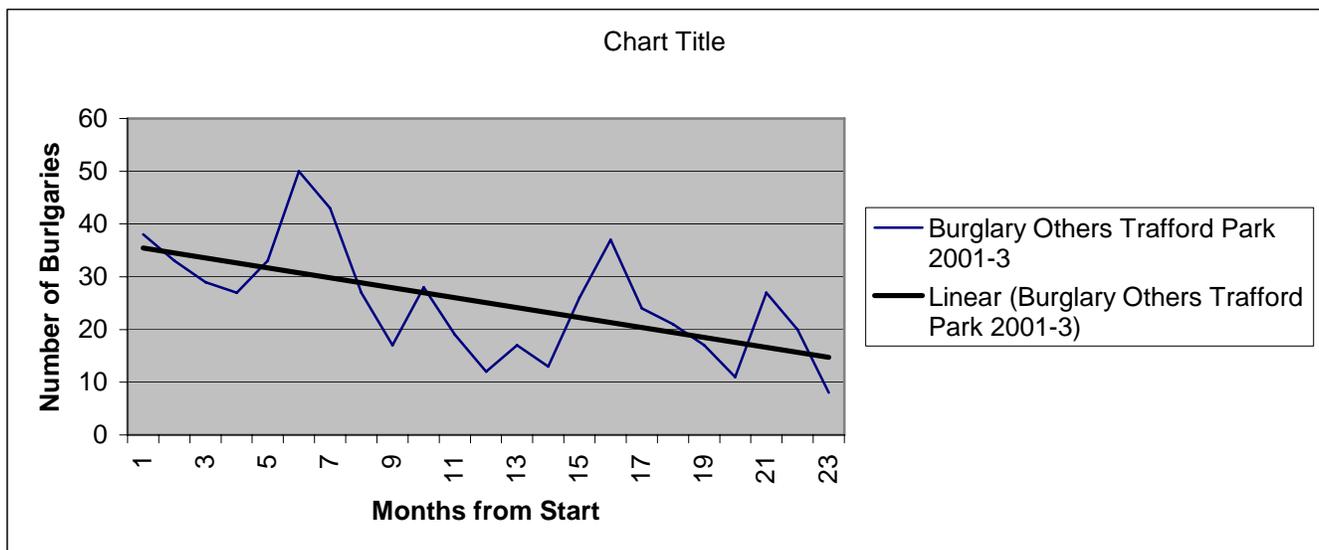


Figure 3 below – Total number of crimes from the year before the project start, the end of the first year, the end of the project and up to the date the evaluation was completed. Figure in Brackets represents % reduction/increase in crime when compared to the previous time frame.

	2000/2001	2001/2002	2002/2003	2003/2004
Trafford Park	315	279 (-11%)	205 (-27%)	247 (+17%)

A related T test was performed to highlight the statistical significance of the TPSI. The testing was done to compare two 24-month periods. Before TPSI (from Apr 1999 to March 2001) and the whole period when TPSI was operational (April 2001 to March 2003). The test set out to see if there was a significant reduction in crime when comparing these two periods.

The tests showed there was a significant reduction in crime when comparing these two periods. This can be said with 99.9% confidence. (t value = 4.976, df = 24, 99% percentile).

The final evaluation of the TPSI took place between 31st of March 2003 and 1st of December 2003.

The evaluation highlighted the reduction target was significantly surpassed as a result of the agencies working together with a common goal of tackling the root causes of crime. Enforcement had been effectively used as a tool for targeting individuals and gangs committing offences within the park. The business watch members also took responsibility for helping to tackle crime occurring on their estates even if it occurred outside of their premises. This proved effective at those estates with a high membership aided by their landlord's involvement.

60 commercial burglary suspects were identified to be active within Trafford Park on a regular basis in 2000. This was reduced to 38 by 2004 with all but five arrested for just a single offence with no known previous convictions for commercial burglary within Trafford. The prolific offenders had by 2005 been convicted of 13 burglary offences each. These offences were committed in between the time they spent at her majesties pleasure. All five of these individuals now have Anti Social Behaviour Orders (ASBO) prohibiting access to Trafford Park at anytime and are part of the intelligence sharing procedures on a regular basis to verify their compliance with these orders.

The total level of resources utilised on the project are as follows.

Best practice estate match funding -	£105,000 (including private sector match funding)
Trafford Park business watch -	£61,000
Neighborhood Wardens -	£95,000
Intelligence analyst -	£60,000
Proactive police operations -	£99,000
Crime audits -	£5,000
Project Manager	£80,000
Guardsafe scheme	£9,000

Total **£514,000.00**

Implementation problems.

As part of the evaluation a questionnaire was sent to all businesses on Trafford Park with 230 responses received (please see appendix 3). Of the responses:

67% were unaware TPSI was and had been taking place

63% were unaware of the existence of Business Watch
88% were unaware of the Patrol Net scheme
94% had not contacted the Local Authority Wardens for help with their built environment
54% had not contacted the police for crime prevention advice to report a crime or requested details on GuardSafe scheme.

It was soon recognised that a potential limitation on the project was the lack of awareness of the activities taking place resulting in a high percentage of businesses with unaffected fear of crime and some areas still with high levels of repeat victimisation. 289 businesses joined business watch, 21% of the total, a figure that was lower than anticipated. 101 businesses used the patrol net paging system 9% of the total again a relatively low figure.

Project Recommendations

The evaluation also had the following observations to make:

- The Trafford Park Business watch service should be streamlined to prevent overlapping and conflict by what is a not for profit company with the police and local authority.
- The marketing should be improved to raise awareness of the project and to gain improved benefits and co-operation from the companies and businesses within the park.
- The intelligence sharing “ring round system” should be altered to reflect the member’s needs. The telephone dialing system was seen by some members as an annoyance when the messages were relayed.
- The exit strategy for the scheme should involve the continuation of the project management; liaison and crime pattern analysis roles in order to increase the number of businesses benefiting from the schemes and maintain its success. This recommendation was of note as within the evaluation period, the project ceased any further expansion of the scheme and the extra operational patrols. This coincided with an increase of 17% in burglaries within this evaluation period.

Exit Strategy

In November 2004 Operation Pride was initiated as the exit strategy to the TPSI employing a dedicated analyst and project manager as per the evaluations recommendations. Their role was to expand the Business Watch scheme, which was brought in to the crime and disorder partnership support team to be managed centrally. Trafford Park Business Watch was re-branded Operation Pride.

This team now helps to:

- Manage the intelligence on business crime throughout Trafford Park and Trafford as a whole, supported by area police officers.
- Offer advice and guidance on crime reduction techniques throughout Trafford to businesses.
- Offer financial support through the LSP and CDRP board to repeat victims to aid effective security implementation.
- Market the project effectively utilising databases from TMBC’s tax and rates department detailing the project to all businesses in Trafford to include Trafford Park.

Each and every business in Trafford is in the process of being attended by members of the Pride team supported by TMBC street crime patrollers, police officers and PSCO’s (police constable support officers) to give a face to the project.

Other alterations made to the project as a result of the evaluation included the ring round system which was altered to send members of operation pride general intelligence via email and only emergency messages via the phone operated ring round system. The same TPSIBPEP approach for other hotspot estates is already underway, with further technological advances allowing the incorporation of remote cctv and detection now offered as a gold level of service. Operation Pride maintains a database of all target offenders and vehicles stopped within the confines of the park and retail or commercial areas of Trafford. These include vehicles associated with an offence not just in Trafford Park but across Greater Manchester.

A renewed target of 10% per annum from the 2003 baseline was set. By November 2005 burglaries had reduced to just over the rate recorded at the end of the TPSI (41%) and is continuing to fall. "Pride" membership is also up to 490 members.

Concluding Remarks

The project surpassed the original crime reduction targets particularly in relation to vehicle crime and Burglary Offences, which were reduced by up to 5 times that of the target reduction. Analysis revealed the significance of criminal activities. It reinforced the need for the park to be policed with the emphasis on partnership and innovation to address the root causes of crime. Fear of crime was also critical with unsustainable but important policing operations needed to allow confidence to grow in the project.

The structure that has been put in place and that has been shown to be successful is now being used to tackle the most persistent and prolific hotspot commercial crime locations throughout Trafford. The CDRP partnership support team has secured funding through the LSP that has enabled the project to continue to work alongside police officers allowing the continuation of; targeting prolific offenders, offer training and advice to businesses, share pertinent intelligence and offer services such as patrol net paging, remote monitored cctv, key holder services and improve police/partnership response to incidents. These services will act as both crime reduction tools and revenue support through associated charges for the gold levels of service allowing the project to be sustained long-term.

By using the joint working model from the TPSI and now operation Pride it is anticipated that prolific offenders will realise both the payoff and opportunity born of better operating practices and the risk of detection will enforce them into a more socially productive way of life.