

## Tilley Award 2006

### Application form

Please ensure that you have read the guidance before completing this form. By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the Guidance. Please complete the following form in full and within the word limit. Failure to do so could result in disqualification from the competition.

Completed application forms should be e-mailed to Tricia Perkins; [patricia.perkins@homeoffice.gsi.gov.uk](mailto:patricia.perkins@homeoffice.gsi.gov.uk)

All entries must be received by noon on Friday 28th April 2006. No entries will be accepted after this time/date. Any queries on the application process should be directed to Tricia Perkins on 0207 035 0262. Any queries regarding other aspects of the awards should be directed to Michael Wilkinson on 0207 035 0247 or Lindsey Poole on 0207 035 0234.

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 OFF THE STREET – LESS HEAT

Name of force/agency/CDRP: Metropolitan Police Service (West Green Ward)

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) Craig Middleton

Position and rank of endorsing senior representatives(s) Inspector Safer Neighbourhood

Full address of endorsing senior representatives(s) Muswell Hill Police Station  
Fortis Green Road,  
London ,N2

## 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.

### Off The Street Less Heat – Summary Report

#### Problem

The West Green Safer Neighbourhood team initiated this programme of youth diversion on the Broadwater Farm Estate (BWFE) to tackle crime and anti-social behaviour, to engender greater community cohesion and to provide educational and career opportunities for residents.

Since 1985 the BWFE has been synonymous with the riot and the murder of PC Keith Blakelock. A huge amount of effort by statutory partners and voluntary agencies supported by substantial levels of funding have changed both the physical appearance of the estate and greatly reduced many of the social, community and crime related problems.

Although the estate is no longer recognizable compared to 1985 there are still issues with vehicle crime, youth disorder and gun crime (the estate is sometimes used by gangs with "Trident" connections). The underlying issues for these problems are varied and complicated but one of the key strands is often the idle hands syndrome.

Off The Street Less Heat was instigated by the SN team to try to tackle this problem, to further help breakdown any barriers between police and local people, and to provide long term solutions rather than just short term actions.

#### Research / Analysis

The team undertook detailed analysis of the problems and the target groups to identify the sort of activities which would attract the right people. It was essential that the solution was linked to the people connected to the initial problems.

It was agreed that initially, sporting activities such as football, basketball and cricket would provide the biggest draw for the male youths who were causing the greatest problems.

#### Response

Informed by the research and analysis, the team then organized a programme for the Easter 2005 school holidays, designed to provide youth diversion activities. The following actions were agreed and undertaken:

- Identify key partners, opinion formers and community representatives
- Agree key roles and responsibilities
- Identify and attain sufficient partnership funding
- Organize timetable of events
- Advertise the programme

#### Evaluation

It was agreed at the outset that although crime statistics would be monitored, the success of the programme would be better judged by verbal feedback from key opinion formers, local youths and local people.

At the end of the programme the following outcomes were apparent:

- Reduction in anti-social behaviour and motor vehicle crime
- Reduction in the fear of crime amongst residents
- Improved police community relations
- Reduction in gang related violence
- Increase in intelligence provided to police

### 3. Description of project

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

## OFF THE STREET *LESS HEAT*

### Background

The Broadwater Farm Estate (BWFE) is infamous for the riot which took place in November, 1985 and the tragic murder of PC Keith Blakelock. Since then there have been huge efforts made by the council, police, many partners and organisations and not least the residents to transform the estate and to shake off its infamy. In 2005, 20 years after the riot, the transformation has been substantial, the visible lay out of the estate provides the obvious change but there have also been vast changes to environmental features, community facilities, childcare provision, community cohesion and reductions in crime and anti-social behaviour (ASB).

Since 1985 Haringey Police have employed a variety of teams to patrol and deal with any incidents relating to the BWFE. In 2005 the introduction of a Safer Neighbourhood (SN) Team meant that the West Green ward has a team of 1 Sergeant, 4 Constables (PCs) and 3 Police Community Support Officers (PCSOs). Two of the PCs are specifically tasked to deal with all BWFE matters, however the other members of the team are still involved in policing the estate as it forms a large percentage of the whole ward in terms of geographic size and resident numbers.

In the early part of 2005 a series of gang related shootings and gun incidents in Haringey raised concerns amongst partners and residents. Despite huge improvements in police, community relations, serious questions were raised regarding the much vaunted changes and the police role in preventing further violence.

### Objectives

The West Green SN team and the BWFE PCs realised that they had an integral role to play in all aspects of the police response, providing information and intelligence to support the criminal investigations but also working with the community and key opinion formers to rebuild trust and confidence and to try to engender a greater sense of community cohesion to support preventative activity.

They realised that the underlying issues for many of the problems were varied and complicated but one of the key strands was the idle hands syndrome, bored youths and young adults with lots of energy but little purpose or positive opportunities to channel this energy. They realized that a police instigated project aimed at getting this target group off the street and into structured and organized activities would provide solutions to many of the issues. Off The Street Less *Heat* was the resultant concept and project instigated by the SN team to try to tackle the problems. This would help breakdown any barriers between police and local people, and provide longer term, wider solutions rather than just short term actions which are often the main thrust to any policing response e.g. high visibility patrols.

The team organised initial meetings with a wide range of local people and partners to discuss their ideas and to set out clear roles and responsibilities. It was immediately agreed that action was essential to tackle the problems and that a youth diversion project would be an ideal solution. These early meetings ensured that the organisation and logistics of the project were dealt with in a wider context rather than just police solutions to what police officers perceived the problems to be. Many of the youths in the target group voiced early support and made suggestions regarding timing and activities.

As a result of the meetings key objectives were set to gauge the success of the project;

- A reduction in anti-social behaviour and motor vehicle crime
- A reduction in the fear of crime amongst residents
- Improved police community relations
- Reduction in gang related violence
- Increase in intelligence provided to police

## **Analysis and Consultation**

The Police BIU provided information and data so that the SN team could gauge the current position. The problem of the gang related violence was obvious as a result of a number of shootings and firearm offences linked to the estate. There had already been a number of Gold groups for these critical incidents and the problem of a lack of activities for youths was often raised by statutory organisations, local people and key opinion formers. Similar information and comments were being made at numerous community meetings and forums.

The team also liaised with council staff from neighbourhood management and youth services and they identified a gap in youth provision for the age group they were targeting. As a result of this consultation both departments then gave their full support to the instigation of the programme.

A consultation meeting was organised and a wide variety of partners, local people and key opinion formers were invited. The team outlined their plans in terms of the concept, the purpose and objectives and their initial thoughts around a timetable of activities. All present were encouraged to provide honest feedback and make positive suggestions where appropriate. As a result the team also identified a number of areas which they had not considered and were able to plan accordingly e.g. insurance and vetting of people being asked to act as temporary staff at the project.

As a result of this research and consultation the concept for Off the Street Less Heat became a reality. Essentially a youth diversion sports project for the two week Easter period. Initially the arrangements were fairly flexible and most of the planning and organisation fell to the team and council employees with limited community involvement. For example the team obtained the funding to purchase the necessary sports equipment. They worked closely with Clasford Sterling the Broadwater Farm Sports Coordinator and Paul Dennehey, the estates dedicated Housing Manager.

The team obtained the funding for sports equipment, staff costs and some transport through the Borough Crime Reduction Action Group. A detailed PATP was submitted detailing the problem, the research and analysis undertaken and the tactics being instigated to address the issues. Each part of the bid was fully costed and as per the PATP process the application was reviewed by the Safer Neighbourhood Inspector, the BIU Inspector and a Supt. All aspects of the spend were monitored and reviewed to ensure the funds provided were being used appropriately and to good affect. For example, it was identified that the budget for transport costs would not be fully spent but that there was a shortage of marketing material such as branded t-shirts so the money was redirected accordingly.

## **Initial Activity – Easter 2005**

In order to try to target the time period when problems had arisen the activities took place between 8pm and midnight. Football & basketball took place in the community centre and were coached by community centre staff. 50 youths attended each night and played in teams alongside the police officers in both basketball and football. There were also other activities available such as table tennis, badminton and pool.

The results were immediate, interactions and bonds between the police and local youths developed. The recent mistrust that had developed as a result of the gang related violence and shootings was eroded. The youths and residents began to see the officers in a much more positive light. Crime levels dropped by up to 30 percent during this two-week period and residents reported a reduction in ASB and an increase in their day-to-day quality of life.

As previously discussed, the BWFE has had some form of dedicated police team since 1985. However this was the first time the police had taken such a strong lead in a youth diversion project. Over the past 20 years numerous other policing tactics had been used to combat crime, ASB and youth disorder but it is doubtful if any have had such a dramatic impact in such a short space of time. The decision to instigate the project was certainly vindicated.

## **Review**

Once the Easter programme was finished, a meeting was arranged to discuss and review all aspects, e.g. success, objectives, areas for improvement, the way forward and sustainability. Crime figures were reviewed, comparing the data provided by the BIU against recent data and last years data over the same period. Key opinion formers, residents and youths were consulted in order to gauge opinions. Data had also been collated regarding the numbers and some personal details of people attending on each night.

This review meeting was very well attended and whilst there was a great deal of positive feedback, a number of issues were raised which all felt could be improved upon. There was a clear commitment to instigate a summer programme and to make further improvements, for example efforts needed to be made to encourage greater female participation.

### **Formal Structures, Greater Participation - Summer 2005**

There was a significant amount of planning undertaken for the summer project covering the 6 weeks of the school summer holidays with activities being arranged for between 8pm and midnight for at least 3 days per week.

More funding was obtained to purchase various items of sporting equipment, consideration was given as to the most appropriate equipment to purchase to meet the projects objectives. It was decided that in order to encourage interaction and group participation, equipment for team sports such as cricket sets, football and badminton equipment would be more appropriate.

The use of team sports rather than individual activities often resulted in mixed teams with the police staff playing on teams with and against residents and local youths. There were also many examples of individual events producing positive results although one officer was somewhat humbled on the badminton court against a significantly older and larger framed sports co-ordinator. A mere bit of fun for both perhaps but it was examples such as this that continued to break down barriers and build positive relationships.

Consideration was given to advertising but the success of the Easter programme probably provided the greatest promotion as many were drawn to the various summer events by word of mouth. When the participants attended they were each required to complete a pro-forma recording a few personal details, at this point they were offered a T-shirt and wristband with the Off The Street Less Heat logo. Although quite expensive these items were of great value as they gained a kind of cult status amongst the youths and further served to promote and advertise the programme.

The numbers attending and participating each evening ranged from 50 to over 100, Friday was often the most popular evening, probably due to a weekly barbecue being offered on that night!

Again staff from the West Green SN team attended throughout and participated in many events and interacted fully with the people running the sessions, those taking part and key opinion formers such as local councillors and people involved in the funding and organisation of the project. This further strengthened the bond and the links between the police staff and local people, especially some of the youths who had initially been reticent and detached about the programme.

These links led to a greater trust and understanding which in turn facilitated a much more relaxed atmosphere. Youths approached the police officers to ask questions and to voice opinions. This relationship also worked the other way with members of the community more willing to listen to the officers opinions and advice.

There are two gangs with strong links to the estate, the "Front line" and the "Tottenham Boys". The vast majority attended at some stage with many attending every night. There developed a more relaxed and productive atmosphere between these individuals and the police officers. This was a major step forward compared to the strained and unco-operative attitude which prevailed earlier in the year when the violence was at its peak. The Easter programme had served to break the barriers but over the summer programme a degree of respect and understanding formed between the groups and individuals involved.

Once the programme was finished, informal enquiries with local residents, key opinion formers and staff from the estate neighbourhood office showed a dramatic decrease in complaints and incidents of ASB. People who had complained that they could not frequent certain areas because of the gang issue and ASB commented that they felt able to go about their daily business and lifestyle without fear of intimidation and that as a result their quality of life had greatly improved.

The officers discovered that they were not aware of the vast amount of sporting excellence that had already been coached on the BWFE and the number of individuals who had then moved on to become involved in professional activities within the sporting world. For example there are numerous ex BWFE residents currently signed with professional football clubs. The most prominent person is probably Lua Lua a Portsmouth FC player who was a resident of the estate and coached at the community centre. There are also former residents who were coached in basketball at the centre and have since gone on to a career coaching or playing in the National Basketball League in

America. Once the officers did become aware, they tried to ensure these good news stories and successes were circulated and feedback to residents and especially local youths so that they could use them as positive role models.

Whilst the use of sporting activities encouraged and attracted many people to attend it was noted that other tactics were required to engage and support those not so interested in sport generally. As a result the officers arranged for staff from a local nail and beauty salon to attend to demonstrate their work. This resulted in a substantial increase in the number of females attending. Originally it was only intended to last for a short period but due to popular demand, the hours were extended. Once there the females were then more willing to take part in the sporting activities available.

The programme attracted a number of individuals who volunteered to act as mentors for the youths and residents most disaffected and probably least likely to take part. Most notable was the involvement of Winston Silcott, convicted for the murder of PC Blakelock but later cleared on appeal. His involvement attracted national media attention, some negative but the main thrust was positive and supportive. Some press coverage was even international, officers spoke to an employee of the council who was on holiday in Cyprus at the time and he mentioned that it was mentioned on a local news channel when he was there.

Officers from the West Green SN team were interviewed on television and by the press. As a result of these interviews and the highlighting of the project by the media, even though some of it was negative, it was noted that the numbers attending increased.

### **Christmas Off The Street – Episode 3**

The Christmas Off The Street Less **Heat** has now also taken place. Over a period of 4 days more than 350 people took part. Sporting activities were still at the heart but in addition a greater focus was placed on education and future employment. Use was made of IT available at the estate community centre with tutors teaching computer skills and internet access. Generally these IT sessions were very well attended by 10 to 14 year olds but the feedback from the older youths was that this part of the programme was not seen as cool. Various tactics are being considered to address this including the involvement of professional footballers from THFC or Arsenal who would promote the importance of learning these life skills as well as developing sporting prowess.

Aerobic classes were led by a fitness instructor from the Army, again there were initial problems with this activity not being viewed as cool but efforts were made to address this and on the last night over 20 people took part, ranging from 50yr old ladies to 12 yr old boys. A full range of the usual sporting activities including football, basketball, table tennis, badminton and pool all took place. There was a nail and beauty treatment area and again this attracted more females into the project.

Throughout the four days, a wide range of local people attended, the majority of the “front line” gang, elder members of the community, faith group representatives and many youths. All took part in the activities. They cooked food together and provided refreshments such as teas, coffees and cold drinks for each other. The elder members also encouraged the youths to participate in the not so popular educational and fitness activities through a variety of means.

### **Summary**

Essentially the programme cost very little, funding for the equipment cost a relatively small amount, approx £15,000 in total. Most of the investment came from the time commitment provided by the SN team and the various people involved in the organisation, coaching and the administration support provided. However there have already been many benefits including:

- A reduction in anti-social behaviour
- A reduction in motor vehicle crime
- A reduction in the fear of crime amongst residents
- Improved police community relations
- Reduction in gang related violence
- Increase in intelligence provided to police

Some of these benefits are easily quantifiable with available statistics, e.g. crime reduction. Others are less easy to quantify and analyse. For example community cohesion and an increase in the self-confidence of youths are difficult to measure but nonetheless all the feedback has indicated that they have come about as a result of Off The Street Less Heat.

### **The Way Forward**

One of the huge benefits of this project is the way it has been developed and instigated has ensured it's own longevity. The project was initially a short to medium term measure to tackle an outbreak of violence. However it has developed into a project which will expand and morph as the partnership, key opinion formers and local people refine the activities and better understand each others requirements.

The West Green SN team came up with the concept and up until now have been the driving force behind much of the funding and logistical planning and arrangements. However there is an opportunity for this project to become more mainstreamed into existing youth service provision and or for the community to take a greater lead in identifying exactly what is needed for the future and how to meet these requirements.

What is clear is that the project has been a great success. As with anything there are areas for improvement but these are hugely outweighed by the benefits which have resulted since the project's inception in Easter, 2005. Off The Street Less Heat is now a recognised "brand" amongst local residents, key opinion formers and appropriate partners. Such has been the success that it is difficult to envisage a holiday period without the project taking place.

I fully recommend Off The Street Less Heat as a tremendous example of partnership working and ongoing problem solving which has delivered wide ranging achievements and has guaranteed longevity.

### **Recognition and Testimonies**

The team and their programme have already received local recognition. On the 2<sup>nd</sup> of November 2005 at the " Better Haringey Awards" held at Alexander Palace an award was presented to them for the best project.

The following are just a small selection of the comments passed to the team regarding the Off The Street Less Heat project;

Gina Hogan....BWFE Community Centre Manager :-

A well planned and well received project. It is encouraging that the Police have maintained the momentum and not just made this a one off initiative. We as a community, hope that it will continue during all holidays as its benefits to the community are infinitum.

Paul Dennehey ....BWFE Estate housing Officer

Excellent. Barriers between the community and Police are being broken down. It is now a well established and well respected project that is the envy of many other areas. We all hope it continues with its momentum for the benefit of all concerned.

Classford Stirling.... BWFE Community Sports manager

Great...anything that keeps the youths out of trouble and builds bridges between Police and the Community is good.

Ana Gradiska..... Performance and Projects Officer Community Safety Team Greater London Authority  
She attended on the second night of the Xmas programme as she is conducting research into gang related activities, the issues and the solutions.

She stated that she was amazed that the Police and so called Front Liners interacted on an estate with the reputation that comes with it. She believed the project was a "fantastic way forward" and "would sing its praises" in her report and to others as she continued her research.

This project was nominated for the public servants of the year awards. There were initially 450 entries and this has been shortlisted to 3. OFF THE STREET being one of those 3. The final award ceremony being at the Grosvenor House Hotel, Park Lane on 17<sup>th</sup> May 2006.