

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

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: **THORPEDO**

Name of force/agency/CDRP: **LANCASHIRE CONSTABULARY**

Name of one contact person with position/rank (this should be one of the authors):
PC 1842 Steve ARMES

Email address:
Stephen.armes@lancashire.pnn.police.uk

Full postal address: **Preston Police Station, Lawson Street, Preston, PR1 2RJ**

Telephone number: **01772 203203**

Fax number: **01772 209035**

Name of endorsing senior representatives(s) **Acting Deputy Chief Constable Adrian Mc Allister**

Position and rank of endorsing senior representatives(s) **Acting Deputy Chief Constable Acting Deputy Chief Constable – HQ Corporate Services Directorate**

Full address of endorsing senior representatives(s) **Lancashire Constabulary Headquarters, PO Box 77, Hutton, Preston, Lancs PR4 5SB**

2. Summary of application

Scanning

This 1960s council housing over 4 streets comprises of predominantly one-bedroom flats. Buildings have suffered damage and fallen into disrepair. With this decline long-standing residents surrendered their tenancies and moved out. Properties were in such a poor state that they proved difficult to let. Short-term tenancies became commonplace and sub-letting and the practice of using the property as unoccupied mailbox addresses dissolved any remaining sense of community. Increasingly attractive to criminals; drug-related crime and disorder took over. The cycle of crime and damage increased rapidly together with police calls to service and reports highlighting a thriving criminal activity and a community in despair. There was no planned investment.

Analysis

Interrogation of police and partner data recording systems and community consultation identified Thorpe House, a block of 20 dwellings as a centre of activity.

- 35% properties unoccupied
- Housing well short of decent-homes standard
- Insufficient funding for vital repairs/improvements

Abandoned to its fate, in 2004 the area accounted for 47 reported crimes and 170 calls to service, significant increases considering numerous voids and underreporting.

Location

Neglected local authority dwellings
Outdated design
Limited natural surveillance
Void properties
Insufficient funding
Unkempt grounds

Offender

Drug/Alcohol Dependent
Anti-social behaviour
Visitors & Associates
Squatters

Victim

Fear of crime
Siege mentality
Vulnerable individuals
Repeat Victims

Response

Multi-Agency Partnership

- Police
- Community Gateway Housing Association
- Windmill-Community-Association
- Bramall-Construction

Evidence Gathering/Targeting

- Identification of community concerns
- Targeting/Enforcement of offenders
- Environmental Visual Audit
- Crime prevention survey
- Enforcement of tenancies. Warnings/Evictions
- High Visibility Patrol. Police & Street Wardens
- Grounds Maintenance

Option appraisal & demolition of Thorpe House

- Funding secured
- Demolition of Thorpe House
- Fencing funded by Community Forum Budget
- Contractor Bramall (free landscaping)
- Lighting & property upgrade of remaining dwellings

Assessment

Significant crime reductions. Re-invigorated attitude to reporting.

- All Crime 55%-reduction
- Burglary 83%-reduction
- Violent Crime 60%-reduction
- Damage 47%-reduction
- Drugs 86%-reduction

Calls to service reduced by 40%.

- 5 dwellings account for 67% of all crime and 70% of calls to service.
 - Tenants have individual issues that didn't impact on the wider community
 - Alcoholism and domestic violence
 - Appropriate multi-agency interventions identified
- Council revenue secured and voids filled
- Property modernization
- Increased natural surveillance
- Landscaping
- Positive community feedback
- Significantly safer & reassured community
- Empowered residents
- Adoption of Neighbourhood Policing Model

3. Description of project

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

SCANNING

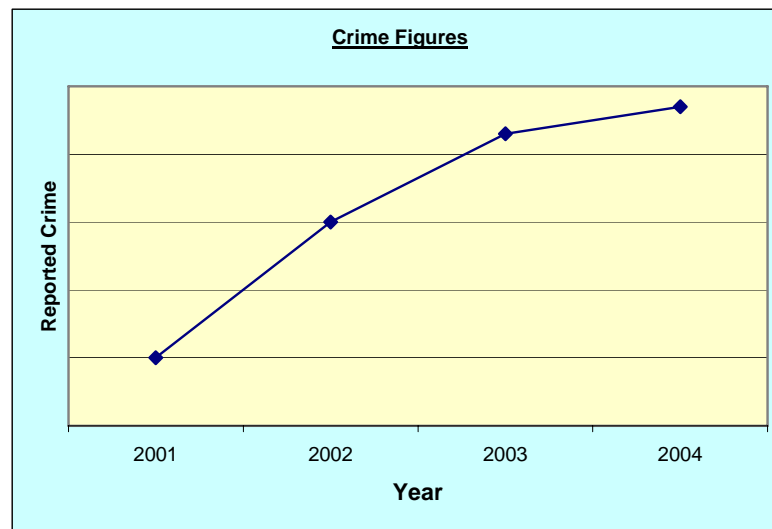
The Northern 'Gateway' into Preston this 1960's estate is owned and let by Preston City Council housing department, the Community Gateway Association.

- 4 streets
- 6 two bedroom flats
- 37 one bedroom flats
- 4 bed-sit
- 4 storey block Thorpe House
 - 16 one bedroom flats
 - 4 bed-sit

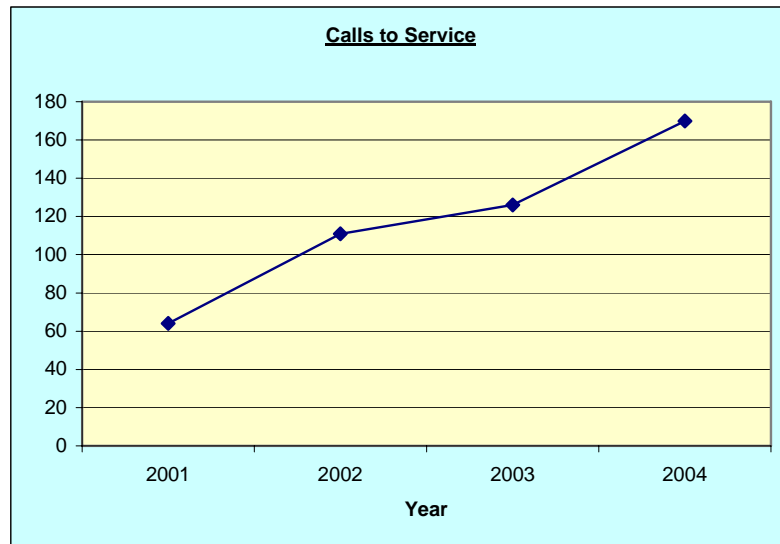
Gradually the buildings have fallen into a cycle of damage and disrepair with the adjacent grounds, hedges and trees becoming overgrown.

The area was spiralling out of control with police officers spending an increasing amount of their time dealing with incidents involving drug and alcohol dependent tenants and offenders along with their visitors and associates. The area was suffering from a high crime rate crime with damage being the most prevalent offence resulting in a high number of properties being boarded up and increasingly the damage being left unrepaired, adding to the air of neglect. The supply and misuse of drugs became commonplace, discarded syringes, drugs paraphernalia, faeces and litter being regularly found in communal areas. Experiences of increased time spent attending incidents and from officers own observations a massive underreporting of crime and disorder became apparent.

2001 to 2004 - 78% increase in reported crime.



2001 to 2004 - 62% increase in the number of police calls to service.



The central housing team were struggling to manage this area of housing stock, which was beginning to take its toll financially in terms of properties becoming empty (voids) and escalating damage. Once a property became void it was then taking upto 18 weeks to re-let it due to excessive damage to the property and low demand to live in the area resulting in a considerable loss of revenue. Gateway staff spent an increasingly disproportionate amount of time in this area despite accounting for only 8.8% of their housing stock. Following a physical attack on a member of staff lone working in the area was banned.

The physical damage to the properties was astronomical, so much so that severe Health and Safety issues were highlighted. It became apparent to Gateway that when comparing the money spent to repair damage to the visible damage seen during site visits there was an obvious massive underreporting.

It was becoming increasingly difficult for both the police and Gateway to keep track of who was living and visiting in the area. Tenants abandoned their properties leaving their keys for whoever wanted them and if people could not get into the properties they slept on the landings. Void properties were regularly broken into for the purpose of squatting and addresses were used as mail drops.

The beleaguered residents consisted of a number of elderly people who had lived on the estate for years, younger single people and small families. The area had lost all sense of community with these tenants, suffering from a high fear of crime, adopting a siege mentality, locking themselves in and turning a blind eye to problem neighbours, anti-social behaviour and criminal activity. At the end of 2003 a questionnaire was delivered to all 71 properties. Only 17 were returned showing the disillusionment of tenants, tenants in fear of reprisals and listed tenants not residing at the address.

ANALYSIS

There was no scheduled re-development, refurbishment or demolition of this housing stock planned or intended and no dedicated funding available.

Sources of Information

Conducting the analysis for the problem it was imperative to gather as much information as possible from all available sources. It was vital to consult with the other parties that were affected by the problem which included:

- Residents
 - Reassurance Patrol/Police Surgeries
 - Local 'Windmill' residents association
 - Questionnaires/Surveys
- Local Councillors
 - Environmental Visual Audits
 - Complaints

- Community Gateway Association
 - Lettings
 - Maintenance Costs
 - Housing Officers
 - Tenants lists
 - Complaints
- Police data recording systems
 - Crime System
 - CRS – Calls to Service
 - Intelligence reports
 - Custody system

Residents

- Lost all faith in Police & Gateway
- Declining attendance at Windmill Residents Association
- Introduction of weekly Police Surgeries
- Unwilling to engage with Police & Gateway
- Only 17 out of 71 questionnaires returned
 - References to 'drunks', 'druggies', 'fighting' & anti-social behaviour
 - All unwilling to form a Neighbourhood Watch Group

Local Councillors

Environmental Visual Audits were conducted together with the local councillors for the area, which highlighted widespread damage and neglect:

- Poorly maintained areas
 - Balconies, fencing, paintwork
 - Garage and garden areas
 - Bin storage
 - Communal access and landings in Thorpe House
 - Overgrown trees and hedges
- Poor Security features
 - Panel doors – easy access
 - Single glazed windows
 - Inadequate lighting
 - Numerous access and exit routes
- Damage
 - External doors missing
 - Properties boarded up
 - Window frames hanging out
 - Smashed glass

Community Gateway

Information and supporting evidence was gathered from a number of Council departments including Capitol Programmes Team, Maintenance Improvement Controller and Smartmove (Lettings).

- Gateway covers in excess of 1600 properties throughout Preston

- The estate itself equates to 8.8% of their housing stock.
- Void loss as gross debit stands at 16%
- Caretakers spend 20% of their working week on the estate
- Housing Officers spend 40% of their working week on issues connected to the estate.

Thorpe House – 4-Storey Block

- Accounts for 28% of housing on the estate
- Dwellings used as postal addresses and subjected to illegal occupiers.
- Legitimate tenants abandoning the dwelling leaving keys for persons unknown
- Dwellings used as 'open houses'
- 60% of tenants have presented the need for anti-social behaviour involvement
- 35% of dwellings are void
- 28% as gross debit spent on repairs
- Dwellings difficult to let. Average of 4.6 offers is made on each dwelling. Reason for refusal 'area is unsuitable'.
- 64% of tenants do not sustain their tenancies for more than 2 years.

Damage

When conducting site visits, Housing officers were finding the visible damage was high:

- External doors/window frames hanging loose and in some cases missing
- Boarded up windows
- Smashed windows unrepaired
- Broken glass widespread
- Internal damage to dwellings prevalent including flood damage

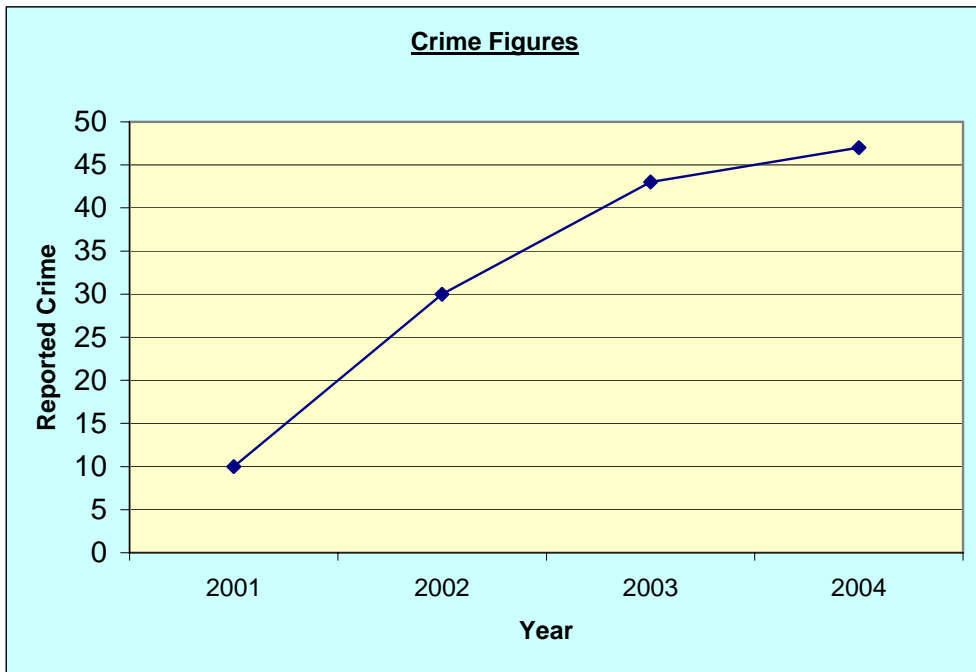
It was apparent that there was a massive underreporting of damage, Reasons for which include:

- Fear of reprisals
- Community Gateway policy in relation to damage.
 - Persons reporting damage to the Housing Team would be informed to report the incident to the Police.
 - Obtain a crime reference number.
 - No damage repaired without a crime reference number .

The majority of damage was being committed by tenants, their visitors and associates as a result of criminal activity and anti-social behaviour. Incidents were then going unreported, as this would guarantee police involvement and a perceived risk of reprisals.

Police Data Recording Systems - Crime Figures

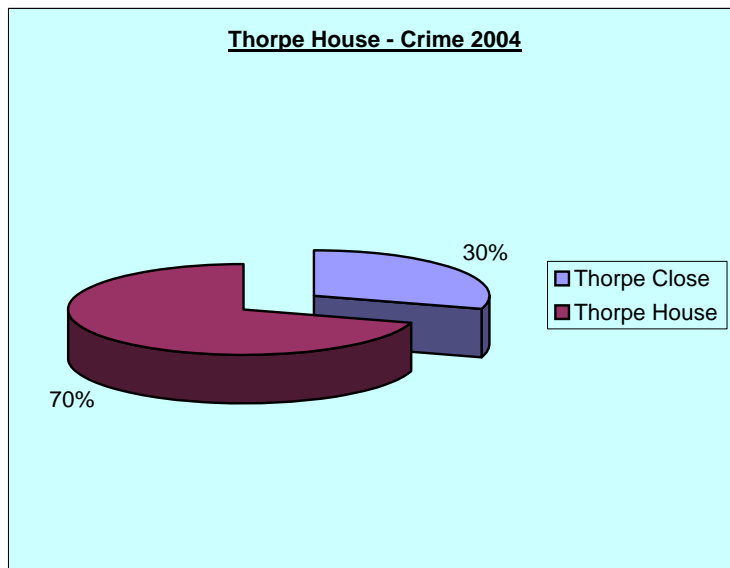
Year	Thorpe Close	Edale Court	Sheldon Court	St Thomas Street	TOTALS
2001	7	2	0	1	10
2002	21	4	3	2	30
2003	26	10	4	3	43
2004	27	13	0	7	47



From 2001 to 2004 there has been a 78% increase in reported crime. Thorpe Close consistently produced the highest number of crimes and in 2004 accounted for 62% of total crime committed.

Thorpe House – Crime

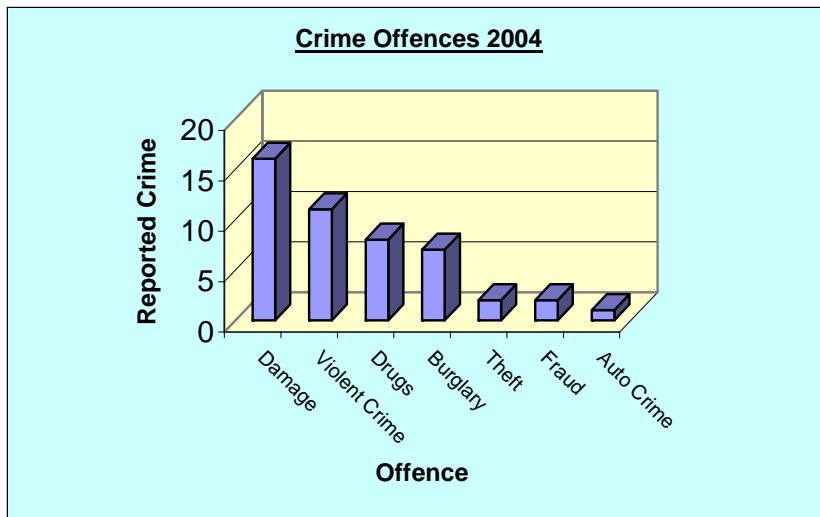
Year	Thorpe Close	Thorpe House	%
2004	27	19	70



In 2004, 28% of the dwellings (35% voids) accounted for 44% of all total crime on the estate.

2004 Crime

Damage	Violent Crime	Drugs	Burglary	Theft	Fraud	Auto Crime	TOTAL
16	11	8	7	2	2	1	47



In 2004 the most prevalent offence committed on the estate was damage.

Police Data Recording Systems – Calls to Service

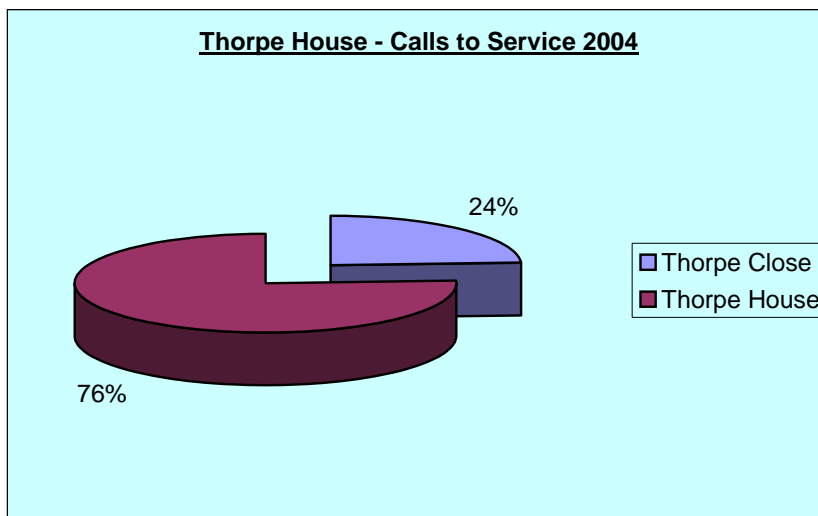
Year	Thorpe Close	Edale Court	Sheldon Court	St Thomas Street	TOTALS
2001	54	6	4	0	64
2002	86	14	11	0	111
2003	83	36	7	0	126
2004	95	62	13	0	170



From 2001 to 2004 there has been a 62% increase in the number of police calls to service. Thorpe Close consistently produced the highest number of calls and in 2004 accounted for 55% of all the total calls received.

Thorpe House – Calls to Service

Year	Thorpe Close	Thorpe House	%
2004	95	72	76



In 2004, 28% of the dwellings accounted for 42% of all calls for service to the estate.

Police Data Recording Systems – Intelligence

2004	Thorpe Close	Edale Court	Sheldon Court	St Thomas St	TOTALS
Intelligence Addresses	7	2	1	0	10
Intelligence Reports	22	3	0	0	25
TOTALS	29	5	1	0	35

Thorpe Close consistently produced the highest amount of intelligence and in 2004 accounted for 70% of the intelligence addresses and 88% of intelligence reports.

Thorpe House – Intelligence

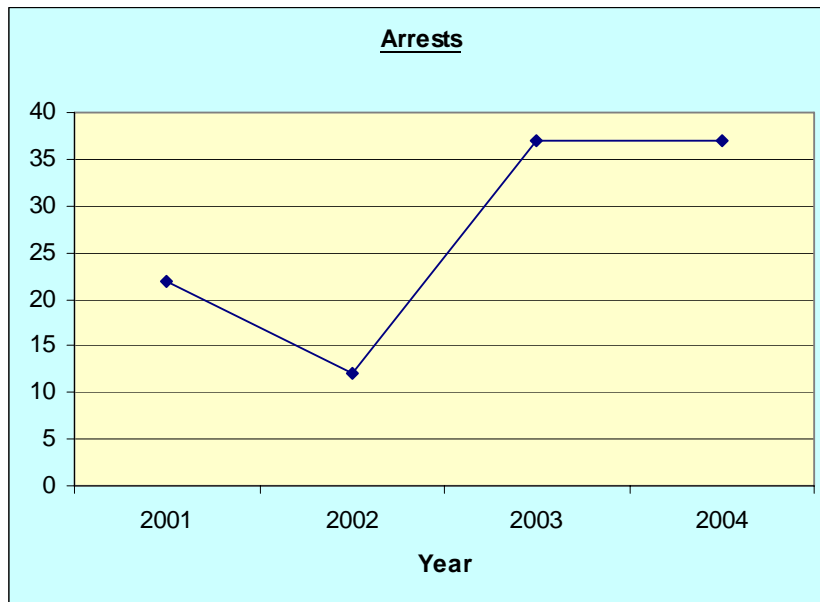
2004	Thorpe Close	Thorpe House	%
Intelligence Addresses	7	5	71
Intelligence Reports	22	20	90

In 2004, Thorpe House accounted for 50% of all intelligence addresses and 80% of all intelligence reports. Without exception all the intelligence addresses and reports relate to the supply and misuse of drugs.

Police Data Recording Systems – Custody

From 2001 to 2004 there has been a 40% increase in the number of arrests made. Thorpe Close consistently produced the highest number of arrests and in 2004 accounted for 83% of all the total arrests made in the area.

Year	Thorpe Close	Edale Court	Sheldon Court	St Thomas Street	TOTALS
2001	20	0	1	1	22
2002	11	1	0	0	12
2003	28	8	0	1	37
2004	31	6	0	0	37



Thorpe House – Arrests

Year	Thorpe Close	Thorpe House	%
2004	31	15	48

In 2004, Thorpe House accounted for 40% of all arrests made.

Results of the Analysis – Problem Analysis Triangle (PAT)

Features of the Location

- 71 individual dwellings
- 4 streets
- Dwellings consisting of houses, one & two bedroom flats and bed-sit
- 4-storey block of 20 dwellings
- 35% of dwellings unoccupied
- Outdated design of housing & estate resulting in numerous access and exit routes offering concealment of movement
- Buildings in a state of disrepair. Lack of investment and underreporting of damage
- Poorly lit. Inadequate lighting in a state of disrepair
- Adjacent grounds, trees and hedges overgrown
- Reputation of high crime

Features of the Offender

- Tenants involved in criminal activity and anti-social behaviour
- Visitors & associates of tenants attracted to the area
- Drug & Alcohol dependant tenants
- Squatters & non-legitimate tenants

Features of the Victim

- High fear of crime, siege mentality
- Lack of faith in Police and Community Gateway
- Repeat victims
- Tenants from vulnerable groups
- Community Gateway Staff

Root Cause – Thorpe House

In-depth analysis undertaken confirmed Thorpe House was the Root Cause of this problem. Its location on the estate and restricted natural surveillance provided offenders with unrestricted opportunity to conduct criminal activity. Non-legitimate tenants thrived in the area due to the anonymity and offender friendly environment that the block provided.

Routine Activities Theory – RAT

- Location** - No capable guardian was present
Offender/Victim - Lack of an intimate handler to de-motivate offender or intercede on behalf of the victim

Project objectives were formed using 2 distinct sources:

- Previous 'Best Practice' developed undertaking a POP initiative on the neighbouring Hopwood area together with Community Gateway, 'Hopwood Triangle' had presented similar issues of community concern, crime and disorder and featured many physical similarities. The results and assessment undertaken formed a basis for project objectives and helped set realistic benchmarks.
- The in-depth analysis undertaken for this project would be used to inform the decision making process.

Project Objectives

- 50% reduction in crime
- 30% reduction in calls to service
- Reduction in maintenance costs - Damage
- Increased Revenue – Voids
- Community Empowerment/Ownership
- Reduced fear of crime – Increased reporting
- Establishment of a Multi-agency Neighbourhood Policing Model

RESPONSE

The in-depth analysis undertaken was trusted and provided the necessary framework for actions designed to remedy the problem issues identified. Commencing in November 2003 the work referred to continued up until the point of assessment in December 2005. The following responses give a summary overview of the partnership work carried out, however for the purposes of this report they are not intended as a complete or chronological record of all responses undertaken.

Partnership and Community

It was vital this project was a work of genuine partnership and key to this was the involvement of the resident community to:

- Identify issues of concern
- Identify problem tenants
- Identify offenders
- Gather evidence and intelligence
- Participate in Environmental Visual Audits

In addition to asking the community for their help and support it was also important to give regular feedback and updates on work undertaken and developing issues. The community engagement needed to be robust, accountable and appropriate. In order to maximise participation a number of methods were used to facilitate the exchange of information. All partners actively sought to encourage community involvement and gradually as trust developed the process became far more representative and honest.

- Weekly surgeries involving Police, Housing and Councillors.
- Monthly 'Windmill Residents Association' meetings.
- Questionnaires and surveys.
- Reassurance High Visibility Patrols

Evidence Gathering and Targeting

Having identified key issues it was necessary to carry out targeted enforcement of offenders and problem tenants.

Tenancy Issues

Community Gateway set about updating their tenancy records carrying out visits and audits to identify all occupants, legitimate or otherwise, in order to action problem tenancies. With information from community engagement and Police, the Housing Team were able to identify problem addresses and persons. Each problem was treated on merit and a range of suitable interventions were undertaken, including:

- Enforcement of arrears.
- Enforcement of tenancy agreements.
- Acceptable Behaviour Contracts.
- Re-housing and relocation and support based on requirements or vulnerability.
- Eviction of problem tenants.
- Securing of void property.

Police Ownership

Policing of the project was undertaken by 3 Community Beat Managers within their routine duties with no additional resources or cost implications.

Police Enforcement

Evidence gathering identified problem addresses and persons involved in crime and anti-social behaviour. Appropriate policing interventions were undertaken to address these issues including:

- Drugs warrants
- Use of bail conditions
- Targeting of individuals
- Targeted patrol

Police Community Support

- Reassurance patrols by Police and Council Street wardens.
- Environmental Visual Audit
- Crime Prevention Surveys
- Repeat Victim identification. Intervention and support

Ongoing Assessment and Analysis Informs Responses

It is vital to engage in ongoing assessment and analysis to truly understand the impact and effectiveness of interventions. Learning from this process enables practitioners to tailor on-going responses to meet the project objectives. Assessment of Thorpedo showed that together the partners had developed a meaningful working relationship with clear and open communication and effective identification and actioning of problem issues. However Thorpe House continued to create serious issues as no sooner has problem individuals been evicted or imprisoned other equally problematic individuals quickly filled the void. In essence the cycle of drug and alcohol misuse and anti-social behaviour was self-perpetuating and required a definitive and sustainable response.

Thorpe House Option Appraisal

Analysis had identified that Thorpe House was key to the problems and the ultimate success of the initiative would

be dependant on resolving this issue. Thorpe House presented a range of problematic issues including its location, design, reputation, and state of repair. The Police were convinced having carried out the analysis together with Gateway that demolition of Thorpe House was the only viable option to effectively resolve the issue as the other options failed to address issues of design, location, natural surveillance and tenant management. To formalise this process Community Gateway undertook an option appraisal and widely consulted to gather supporting evidence for each option. The three potentially viable options considered were

1. Maintenance of current housing stock.
2. Refurbishment.
3. Demolition.

The Policing team actively gathered evidence and information to support demolition and lobbied for this option. However a considerable hurdle, that the Council had undertaken to preserve all its housing stock, had to be overcome, and therefore a robust argument presenting an irresistible case needed to be built.

It was particularly important that Fiona Fisher a key manager in Gateway had been involved in POP previously with the 'Hopwood Triangle' project and was now immersed in this scheme and trusted the results of the scanning and analysis.

All options were given careful consideration based on their cost, effectiveness and community impact. After careful consideration the decision to demolish was eventually reached based on key supporting facts.

- Properties hard to let and in low demand.
- History of people with anti-social issues accepting tenancies.
- High cost of refurbishment to low demand.
- High void rate to % of properties.
- High void losses and damage
- Unstable tenancies
- Design and position lends itself to crime and anti-social behaviour.
- Slow void turnaround and high maintenance.
- Demolition supports Police crime initiatives and helps design out crime.

Funding of such an ambitious scheme was an issue but the analysis proved that demolition was the most cost effective scheme to deliver the desired results and as refurbishment would cost well in excess of £300,000 the cost of demolition at £112,000 represented far greater value. The Gateway team handled all the funding bids and using evidence gathered from the project a successful bid for Single Regeneration Budget finance was made.

Invaluable partnership working came from the main contractor Bramall. As recognition of their involvement in this community based scheme they agreed to remove the remaining footprint of the demolished property, reinstate the area as soft landscaping and recycle existing iron railings on the scheme to provide perimeter fencing. All this work was undertaken freely without further cost implication.



The resulting housing layout was transformed into 3 distinctive closes with the sole access route from St Thomas Street and benefiting from increased natural surveillance.

Local community forum budget funding provided fencing to key areas identified on the site master plan to reduce unwelcome access and increase security. Cost savings made by Gateway were then able to fund upgrades to all the remaining housing stock including external lighting, heating and windows. The area was then given a clear up by the partners and community before a final landscaping and programme of grounds maintenance.

ASSESSMENT

The assessment is based on the project life of 2 years. The figures and outcomes have been calculated up to year end 2005 and set against initial project objectives.

Crime

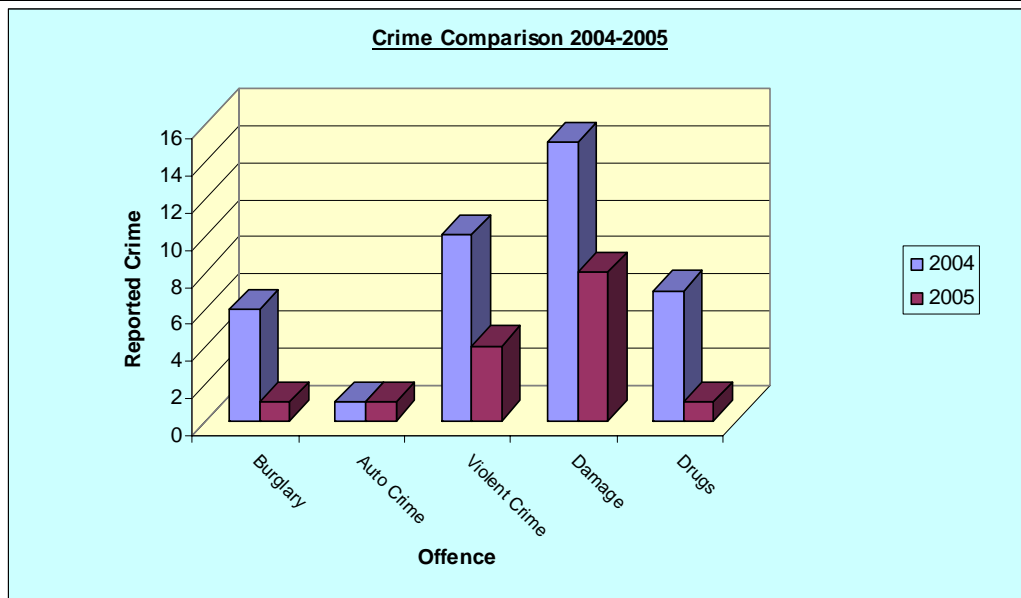
A key objective of the initiative was crime reduction, with overall crime levels and reduction in key crimes given priority. The project showed significant reductions in key crimes despite reinvigorated attitudes to reporting.

- All Crime 55% reduction
- Burglary 83% reduction
- Violent Crime 60% reduction
- Damage 47% reduction
- Drugs 86% reduction

Detection

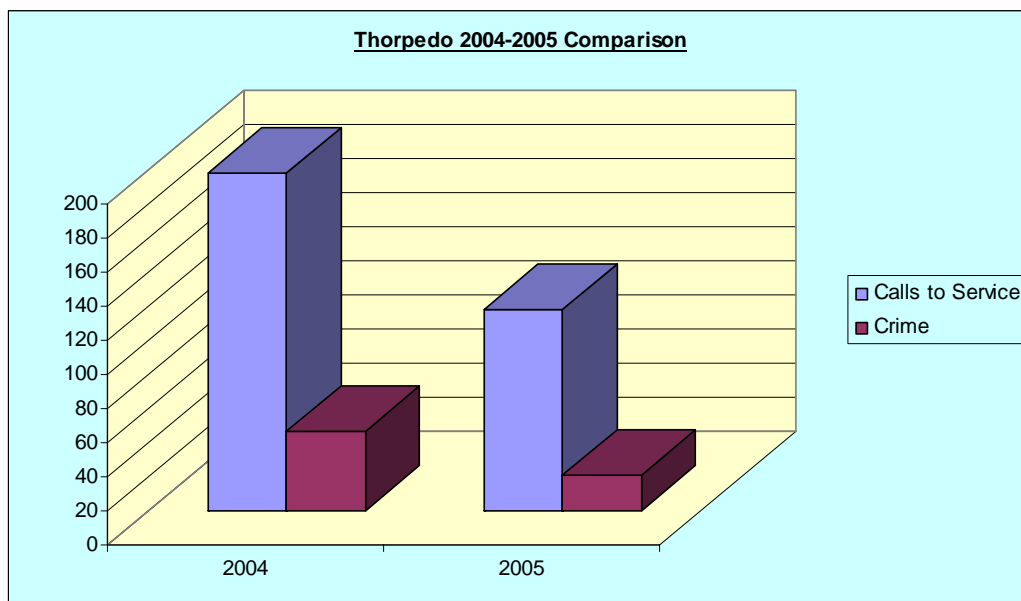
As a direct result of community lead, Neighbourhood Policing the Police were able not only to reinvigorate attitudes to reporting but there were also direct benefits in the detection of reported crime. Highly visible problems resulted in huge successes in 2004 and continued success in 2005 coupled with significant crime reduction.

Detection Rate of reported crime 2004 42%
 Detection Rate of reported crime 2005 24%

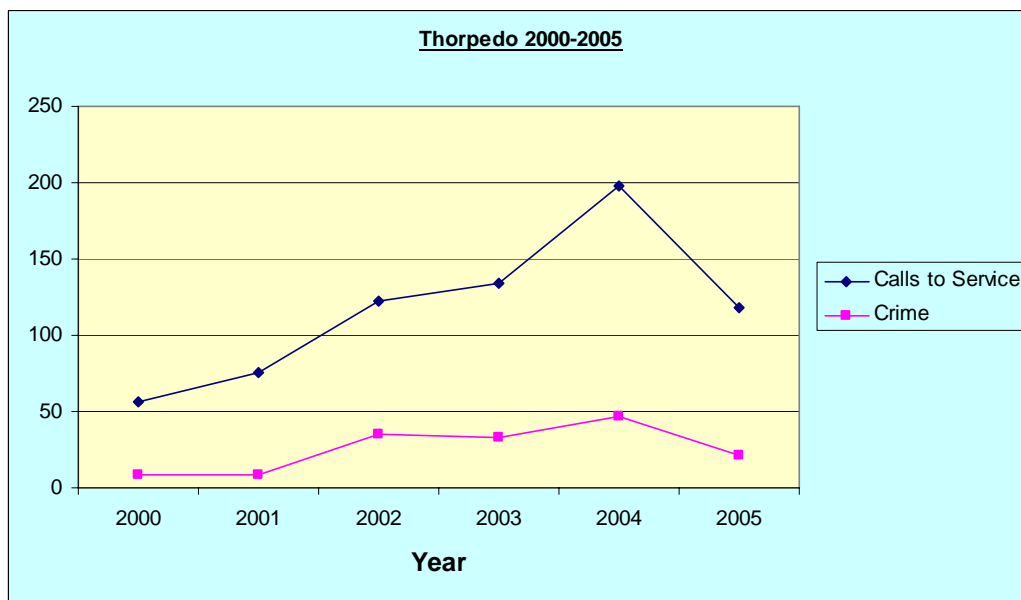
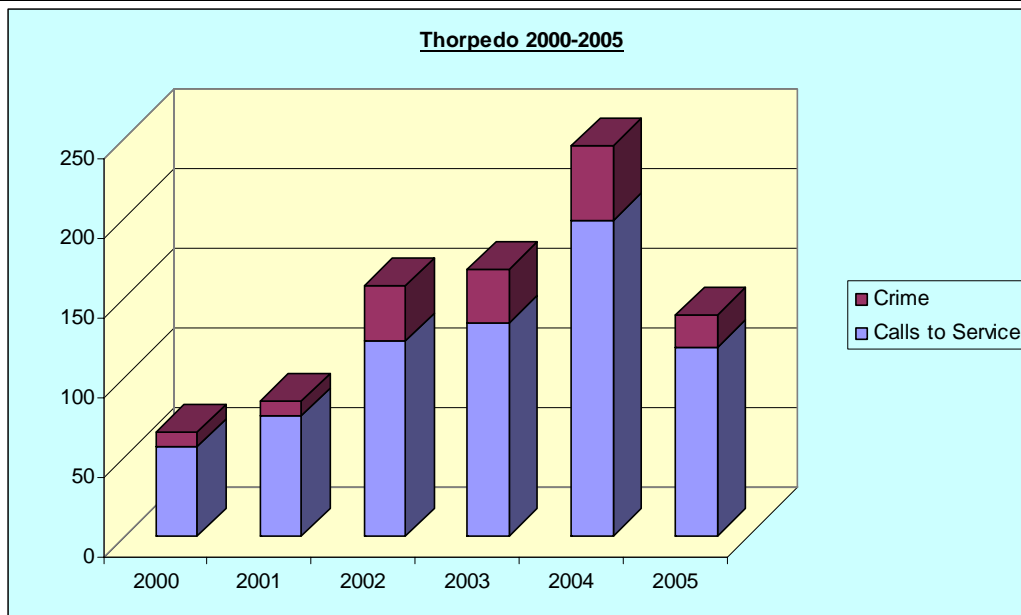


Calls to Service

Calls for police service were identified as a key performance indicator. Analysis had identified a disproportionately high number of police calls to service to the Thorpe area. It was vital that these were reduced to a more acceptable level for a housing development of this size and type. However all partners worked to build community engagement and empowerment. With a history of large scale underreporting of incidents and crime the partners endeavoured to encourage a far more proactive and robust attitude to reporting. Despite evidence of reinvigorated attitudes to reporting a reduction of 40% in all calls to service was recorded.

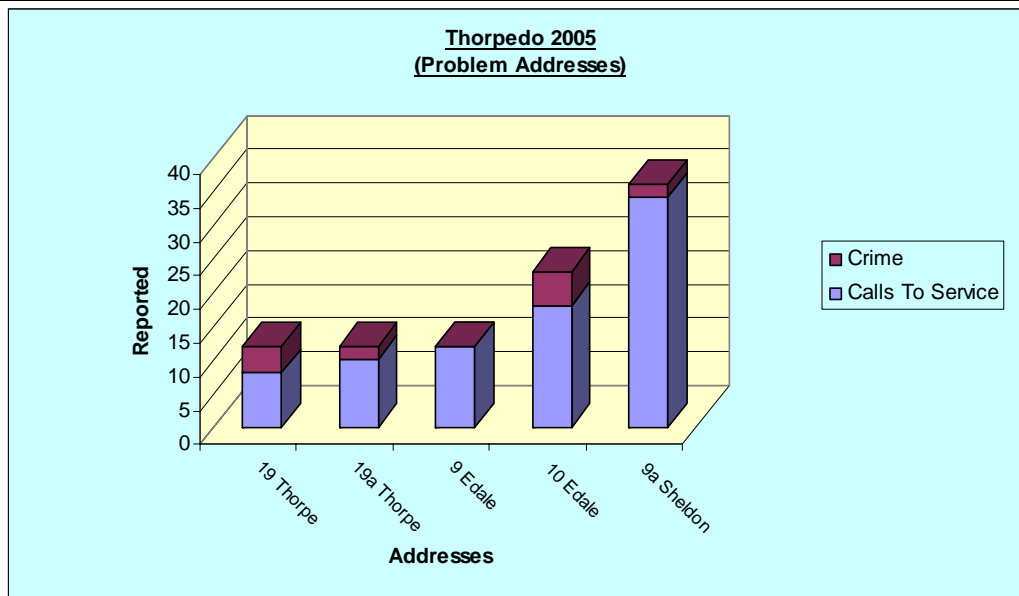


Results indicated a reversal of the trend of increasing crime and calls for police service in the area for the first time in many years, arresting a cycle of year on year increases.



The Thorpe area showed significant evidence of drug and alcohol related problems and anti-social behaviour. These issues were consistently cited as key community concerns. Crime and calls to service echoed this.

The assessment revealed that there were 5 key addresses in the area which hadn't previously been highlighted as being particularly problematic. These addresses accounted for 67% of all reported crime and 70% of all calls to service in 2005.

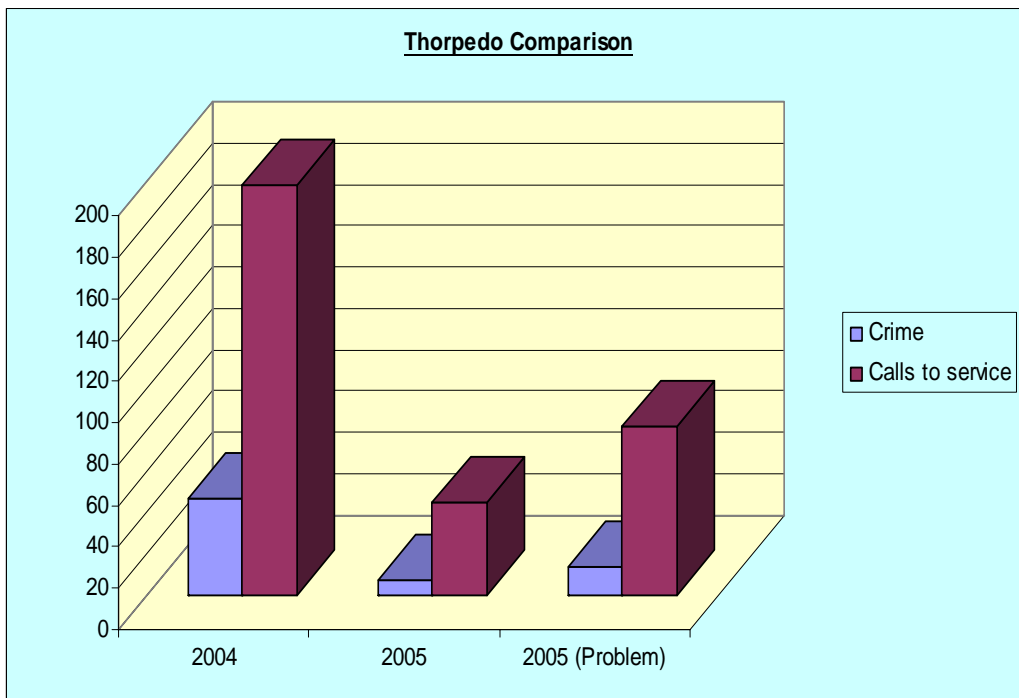


A retrospective look at these addresses revealed that contrary to the overall trend there had been a significant increase in calls to service. One particular address 9a Sheldon Court accounted for the majority of calls of service on its own and experienced an incredible 385% increase in calls.

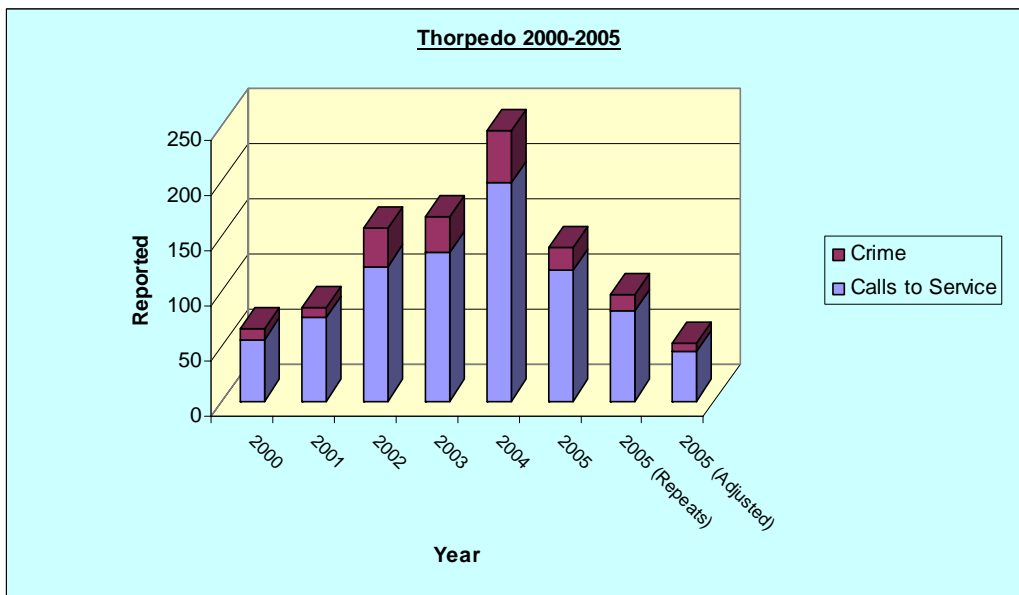
9A SHELDON COURT		
YEAR	CALLS TO SERVICE	CRIME
2004	7	0
2005	34	2
% INCREASE	385%	-

Two tenancies had changed hands during the project however none of these addresses were identified as impacting on the community's wider concerns. It was discovered that individuals at these addresses had been experiencing their own personal problems arising out of issues such as domestic violence, mental health and alcoholism. Having now been able to highlight these issues it will now be possible to carry out any necessary multi-agency interventions to offer help support and solutions and further reduce crime and calls to service.

Disproportionate impact of these addresses



The adjusted figures show just how significant the reductions are once these remaining 5 addresses are taken into account.



Enforcement Activity

Year	Thorpe Close	Edale Court	Sheldon Court	St Thomas Street	TOTALS
2001	20	0	1	1	22
2002	11	1	0	0	12
2003	28	8	0	1	37
2004	31	6	0	0	37
2005	9	7	3	0	19

2005 saw a 48% reduction in the number of arrests necessary on the estate.

Community Gateway

Community Gateway, a social landlord, is in the business of providing housing. It is vital that it operates as a viable business ensuring sufficient rental income to cover all operating costs. The problems experienced on Thorpe of falling rental incomes and spiraling costs of damage repair and administration proved to be a significant drain on resources and proved to be Gateway's worst housing stock in Preston.

At the conclusion of this project Gateway has met key objectives

- All properties fully occupied
- High demand for available tenancies (re-let within 2 offers)
- Revenue secured
- Housing officer required for routine planned visit
- Only one tenant currently engaged in Anti-social behaviour
- Updated tenancy list
- Re-invigorated enforcement of tenancy agreements
- Reduced maintenance costs
- Reduction in damage to property
- Accountable damage charged to tenants
- No unaccounted damage to property.
- Sole caretaker routine weekly checks only
- 30% of remaining tenants resident in excess of 5 years.
- Operating profitably within budget and without problems.

Displacement

- Legitimate tenants from Thorpe House re-housed and supported within Thorpe estate
- Non-legitimate tenants no longer accommodated or tolerated

Problems Encountered

- Initial lack of ownership by Gateway
- Staff retention issues
- Initial Community mistrust and apathy
- Private ownership of flat in Thorpe House (compulsory purchase-owner abroad)

Why did it work?

- Trust in application of POP process
- Breaking cycle of Problem tenants & Associates
- Demolition of Thorpe House
- Redesign of access and use.
- Proactive tenancy management.
- Partnership working
- Adoption of Neighbourhood policing

Conclusion

A community destroyed by a cycle of damage, neglect and the fear of crime, the residents of the Thorpe area had lost all faith in the police and Gateway. Everyday occurrences involving drug dealing, violence and anti-social behaviour were going unreported and unresolved.

The adoption of a multi-agency neighbourhood policing partnership set about identifying and tackling the root causes and underlying issues in close consultation with the community.

Headline reductions in crime and restoration of Gateway revenue are only part of the story. The true success of this initiative has been the rebuilding and empowerment of a community and the creation of a genuine neighbourhood policing team.

