

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 **OPERATION DYNAMO**

Name of force/agency/CDRP: **Lancashire Constabulary**

Name of one contact person with position/rank (this should be one of the authors):
PC Phil Spencer 638 Community Beat Manager Brookfield and Greenlands

Email address: **philip.spencer@Lancashire.pnn.police.uk**

Full postal address: **Fulwood Police Station
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Fulwood
Preston PR2 8BQ**

Telephone number: **01772 209542**

Fax number **01772 209532**

Name of endorsing senior representatives(s) **Acting Deputy Chief Constable Mr Adrian McAllister**

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

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

2. Summary of application

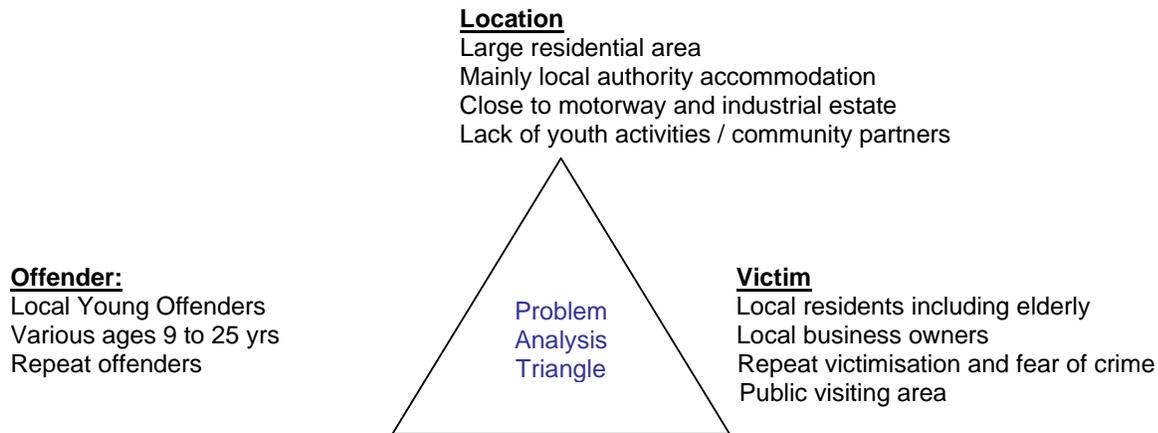
In no more than 400 words please use this space to describe your project. Include details of the problem that was addressed a description of the initiative, the main intervention principles and what they were designed to achieve, the main outcomes of project particularly in relation to the problem, evidence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

Scanning

The Brookfield ward in Preston is a large ward predominantly made up of local authority owned housing. There is a high level of unemployment in the area and it is considered one of the most deprived areas in Preston. In 2004 the crime rate was escalating alongside the incidents of Anti- social behaviour, which were above 1000. A gang culture was forming on the area and the youths referred to themselves as the “ BMD “ Brookfield Mad Dogs. Residents and local business owners were being targeted and visible evidence began to appear on the estate to support this in the form of damage and graffiti.

Analysis

Intensive interrogation of Police Data Recording Systems showed 956 crimes in the previous 9 months on the Brookfield ward. Burglary, Damage and violent crime highly prevalent. Consultation with local housing, residents committee and agencies confirmed the escalation and problem on the estate with crime and Anti – social Behaviour.



Response

- Partnership approach including local authority housing, and partner agencies
- Statement taking and evidence gathering campaign by police and partners
- Use of ABC's and ASBO's
- Reassurance operation involving police, PCC Street Wardens, Special Constables and PCSO's
- Application of Dispersal Order in problem area
- Use of warnings and evictions under Breach of Tenancy Agreements
- Diversionary initiatives for youths in local community
- Target hardening / Smartwater measures funded by PCC
- Media campaign to keep community informed.
- Alcohol campaign with Trading Standards.

Assessment:

- Reduction in overall crime 19.5%
- Reduction in Burglary 40%, Racial crime 25%, Auto crime 19%
- Dispersal order 6 months June -December
- 4 ASBO's , 6 ABC's
- 50+ youth referrals
- Increased public reassurance & satisfaction reported at PACT and community meetings
- Diversionary activities introduced. (Youth club, Sub Dub, Get Hooked, Boxing, School out)
- Development of community partnerships (Dreams Come True, One Voice, Spaceplace, Soundskills)
- Established constituted residents committee “ Time Out “
- 6 key nominals currently serving custodial sentences.

3. Description of project

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

SCANNING

The Brookfield ward is an area in the city of Preston. The ward comprises of approximately 2000 properties which are situated mainly on 2 adjoining estates known as Brookfield and Greenland's.

Brookfield is made up of around 1200 properties with 700 of those being social landlord properties and 500 have been privately bought. Of these properties 210 are 2 story flats and 34 are bungalows. Greenland's has 350 houses, 290 social landlord properties and 60 privately bought. There are no flats or bungalows on the estate with all the properties being semi detached.

The 2 estates are separated by open land called Brookfield park which is a large sprawling area with a dip in the middle and a disused railway line runs alongside with numerous access and exit points along.

The ward is a diverse ward containing 4 schools (3 Junior schools and one short stay school for challenging children before re integration into main stream school) There are 3 churches a residential care home and numerous small businesses. The businesses are made up of fast food outlets, newsagents, local convenience stores, launderettes and other outlets i.e. furniture store.

Between 2002 and 2005 there was an escalation in all crimes on the estate. Burglary, car crime, criminal damage was at an alarmingly high level with nearly all residents suffering from some sort of crime. The number of houses being broken into was at a record high and in one instance a local male was murdered in his home by three youths. The local churches and schools were suffering damage on a regular basis. Windows being smashed, graffiti, property stolen and as a result there were no activities outside school hours allowed. Drug dealing was an every day occurrence on the estate with known dealers frequenting the area as they knew residents wouldn't contact the police. Many of the local businesses were moving away which left a number of empty boarded up properties, which attracted crime.



Anti – social behaviour and in particular gang culture were at epidemic proportions on the ward making it a no go area for many services. Buses were canceling or changing routes to avoid certain areas, police vehicles were being subjected to damage and gangs were ruling the estates.

As a result the moral and spirit on the estate were at an all time low. Residents quality of life was derisory and the ward had gone into a spiral of decline with many residents giving up. There were no community action groups or activities as fear prevented people from leaving their houses and being confronted by these marauding gangs.” The Brookfield Mad dogs “ as they were called had the estate in fear for their safety and their property.

In the early part of 2005 it was decided that action was needed to turn around the ward and to give people their quality of life back. A multi partnership meeting was arranged to see how this could be achieved and to get the ball rolling. This resulted in Operation Dynamo.

ANALYSIS
IDENTIFICATION OF THE PROBLEM

To establish the full extent of the problem on the area the police data systems had to be viewed to ascertain the amount of crime and Anti – social behaviour, and what the patterns where.

Crime Figures.

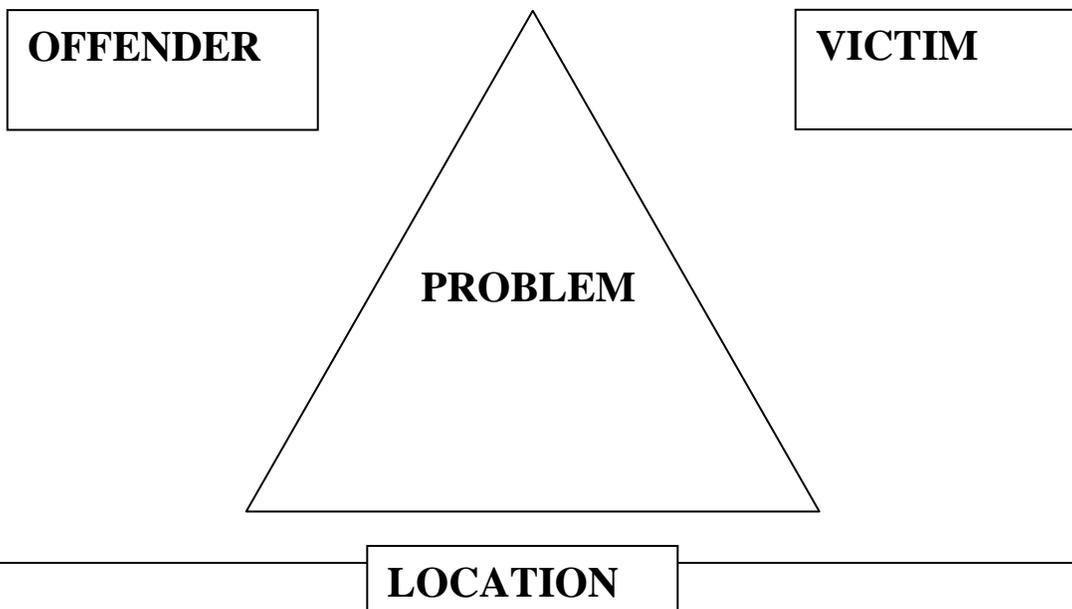
Crime	2004 – 2005
Burglary	88
Car crime	111
Damage	333
Violent crime	273
Arson	21
Racial	12
Anti – social Incidents	1383

The figures spoke for themselves in that there was a lot of crime in the area and in particular a lot of Anti – social behaviour . Looking at the figures in more depth it became apparent that there were specific crimes in certain areas and at certain times of the day.

It was also vital that our partners information was analysed to give us a broader and better picture of the problems that the residents and partners were enduring. Our local housing office devised a report form in which residents could report anything from litter to drug dealing etc. A weekly meeting with Housing would provide an opportunity for the information to be passed between partners.

The police would attend surgeries in local communities to speak with residents to collate more information. Posters were used and displayed in prominent positions in local stores, community centers, churches etc to advertise community meetings to raise and discuss all issues brought forward.

Our main approach of analyzing the problem was to utilize the crime triangle, which comes from one of the main theories of environmental criminology (Routine activity theory). This is based on the provision of when a likely offender and suitable target come together in time and place the problem exists. (Felson 79,94)



Features of the location

- The Brookfield ward is situated north of the city of Preston. One side of the ward is bounded by the B6243 road, which runs from the city centre into Longridge, which is a road frequently used by criminals. The other side of the ward is bounded by an area of land known as “ The Hills and Hollows “ which is inaccessible by vehicles and provides a cut through for gangs.
- The majority of the houses are terraced or quasi style houses with no garages and small open front and rear gardens. A number of the houses are unoccupied and boarded up. Vehicles are parked on the roads and in many cases on the grass verges.
- There are numerous alleyways and guinnels littered throughout the ward, which make ideal escape routes and rat runs for criminals and youths. An old disused railway line splits the ward in two, which runs the full length and has numerous access points along. This again is utilised by the criminals and youths who use it to head onto either side of the ward.
- On Langcliffe road there are around 15 business properties including launderette, hairdressers, newsagents, 2 fastfood outlets, bookmakers, pet store and convenience store. It became apparent that this area was a particular problem with youths drinking, Anti – social behaviour and damage. Above the properties were private flats with a number of them occupied.
- 3 churches and The ward also has 4 schools, numerous other private business properties.
- The area had become infamous for drug misuse and gang culture and the feeling on the ward was one of fear and hopelessness.

Features of the victim

- Numerous people fall under the unwanted heading of a victim.
- The residents of Brookfield have been subjected to thefts, damage to property, violent assaults, insults and anti – social behaviour. Even though the number of reported crimes and Anti- social behaviour are high a significant amount of incidents are not reported as the residents have given up hope and are living in fear of reprisals.
- Local business owners have suffered from criminal damage to their properties and insults. They have a high tolerance to shoplifting and have daily confrontations with the youths.
- Service providers including bus drivers and postworkers have suffered from stone throwing and Anti – social behaviour.
- Local schools have had windows smashed and graffiti on the property with youths causing problems at picking up times. An alarmingly high number of pupils aged under 11 have been suspended or expelled due to unruly behaviour.
- The community are aware of who is committing the crime and causing the anti – social behaviour but fear of repercussions and lack of confidence in outside agencies (police, courts, social services etc) mean they suffer in relative silence.

Features of the offender

- The analysis revealed that the problem originated from the ward with the people responsible living in the area. Local youths and criminals were not travelling into the area committing offences. A number of 25 people were believed to be responsible for the offences ranging from 10 up to 25 years old. They were all living on the ward split between local authority owned properties and privately owned.

- The youths were predominantly not in school either through expulsion or having left school not undertaking further education and now unemployed.
- A lot of the youths were related with 7 pairs of brothers all involved in particular in anti – social behaviour and criminal damage.
- Gang culture was at a high on the ward with tagging all over the estates. “ BMD “ (Brookfield Mad Dogs).
- The gang culture was to dress alike wearing all black with a black baseball cap. Friday and Saturday nights they would obtain alcohol and drink to excess causing problems around the estate. They would never be alone and stayed in groups, which tied in with the crimes as they were usually committed by a group. They liked the fear factor they had generated on the ward and intimidated residents and visitors.
- The youths were usually drunk when committing offences and this would cause them to undertake unprovoked attacks and reckless damage.
- Having analysed all the data collated and that highlighted from the Problem Analysis Triangle it was necessary to develop a strategy to move forward and to decide on what objectives were needed to be worked towards. Each partner of Dynamo could then address the relevant objective.

Objectives

- To reduce crime in particular violent crime, car crime, burglary and damage.
- To reduce fear of crime and to improve quality of life
- To improve access to local police and PCSO and to improve confidence in partner agencies
- To develop diversionary activities for young people
- To improve environment and to provide community facilities

RESPONSES

- The size of the operation and the amount of varying responses involved it was decided to break down the responses into Police led, Community led and target hardening. In most cases more than one partner were involved in every response and in some cases a multitude of partners had a role to play. The responses were directly related to the issues raised through the scanning stage so as to relate closer to what the community felt was needed to have a positive effect. Below is a list of the partners actively involved in operation Dynamo
 1. One voice
 2. Soundskills
 3. Sports Development
 4. Timeout
 5. Groundworks Lancashire West
 6. Spar
 7. Dreams Come True
 8. Youth Offending Team
 9. Brookfield United
 10. Friends of the Park
 11. Gateway
 12. Street Wardens
 13. Surestart Preston East

14. Lancashire Evening Post
15. Trading standards

Police Responses.

- On the 1st June 2005 a Dispersal order was granted and came into effect on the area of 3B on Brookfield. This area through the analysing stage had been found to attract the most problems in particular Anti – social behaviour and large groups of youths intimidating and threatening residents. The order came with all the relevant legislation including a curfew for under 16's and being able to disperse groups in the relevant locations. The Dispersal order was advertised through a lengthy leaflet campaign and through the local newspapers. It was backed by the residents and the community.
- 4 ASBO's and 6 ABC's were taken out on local youths living on the ward. These people were responsible for a lot of the fear factor, intimidation and crime on the ward. Conditions were imposed to have the greatest effect for the community including curfews and banning areas and associations.
- Focus groups were implemented where local police and PCSO's would meet with local youths to have question and answer sessions to allow both sides to explain their actions and how to improve relations.
- Ongoing police surgeries were conducted at varying locations including health centre, church halls and community buildings to meet the public and to build trust and relations.
- Local police and PCSO's were funded by a partner agency to have community mobile phones. The numbers were advertised through PACT and in local stores so residents could contact their local officer direct as opposed to dealing with a call room with local issues.
- High visibility policing was utilised with Police, PCSO's, street wardens at specific times and locations to address the Anti – social behaviour.

Partnership responses

- Onevoice had a main part to play in many of the responses and one of the first schemes to be put in place was
- " TIMEOUT" This is a resident' s association on the Greenland's estate, which has never had a residents scheme before. It became constituted enabling them to access funding and provide activities on the estate for the youths including activity trips, sports coaching etc.



- Cleanup days and fun days were arranged on the ward where local residents gave their time to help clean the estate from litter and debris. The army and other agencies were booked and activity days were arranged to engage the youths.

- The local youths stated that they would like a youth shelter for somewhere to go. A consultation process was set up to design a shelter and to decide where the best place to place it would be



- Benches were funded and placed where residents requested them alongside a £100,000 regeneration of Sion park. Again this was directly related to the feedback from the residents about what they wanted and what fitted the youth's needs.
- A recreational zone was erected which was an all weather surface surrounded by metal fencing with multisports markings and posts enabling its use for numerous games. It was lit as well making it available even in the evening times when problems existed on the estate.
- An operation was set up regarding alcohol awareness and in conjunction with trading standards test purchasing was implemented alongside a training day for shop owners relating to the selling of alcohol.
- A number of diversionary activities were implemented by a partner called " Dreams Come True ". These were about engaging the youth and providing activities they could take part in. A boxing club was set up at a local church with coaching available. Alongside this a scheme called " Get Hooked On Fishing " ran which involved youths being took fishing every Sunday.



- " Subdub " was an event involving the local church hall once every 2 weeks for a night when the local youths could participate in using mixing decks and playing music. The equipment was provided by a partner in the operation
- Soundskills, which was a property in the ward was utilised by many of the local youths as it had a

recording studio and local training was available on music production, lyrics and recording.

Target hardening

- Funding was achieved to implement anti climb perimeter fencing for two of the schools, which had suffered substantial damage.
- Security doors were fitted on flats with access only to residents again to deter youths and damage.
- Improved lighting was placed around Brookfield shops.
- Traffic calming measures were introduced including one way systems and speed reduction measures.
- Smartwater was utilised on repeat victims and vulnerable properties.

ASSESSMENT

- A partnership approach was also used to produce this assessment with the police analysing the sleuth data recording systems.

Reduction in Crime and Anti – social behaviour

	2004/05	2005/06	Reduction
Burglary	88	55	40%
Racial	12	9	25%
Autocrime	111	88	19%
Damage	333	283	16%
ASB	1383	1168	16%

Reduction in Crime and Anti- social behaviour during Dispersal order

	2004/05	2005/06	Reduction
Burglary	16	5	66%
Racial	4	3	25%
Autocrime	19	13	22%
Damage	104	62	41%
ASB	326	255	22%

- During Operation Dynamo the crime on the ward was reduced across the board. Burglary was reduced by 40% meaning 33 fewer victims and less stolen property.
- There was a reduction of 16% in reported incidents of Anti – Social Behaviour. This meant 215 fewer calls requiring police assistance resulting in a decrease in demands of the police.
- The reductions were improved through the dispersal order, which ran from 01/06/05 until 01/12/05. Again a steady reduction in all crimes was seen.
- Continuous monitoring was undertaken with neighbouring wards to check for displacement in crime or Anti- social behaviour, which didn't become apparent.

points were raised from the residents:

1. Improvement in the environment from litter to housing and open land improvements.
 2. They felt the needs of the youths were at last being addressed and dealt with.
 3. Improvement in the accessibility of the police
 4. Positive action is being taken against the prominent individuals
- Operation Dynamo is a continuous cycle, which utilises the SARA format to constantly scan, analyse, respond and assess. This is due to the changing demands of a large residential area and the concerns that arise. The residents and the partnerships formed are helping move “ FORWARD” the initiatives . This can be summed up be breaking down the word FORWARD

 - **Forming new partnerships**
 - **Ownership**
 - **Respect and pride**
 - **Working together**
 - **Activities**
 - **Residents groups**
 - **Drive and Ambition**

APPENDICES

Appendix 1 Terms of reference

Appendix 2 Details of key partners

- **Appendix 1**

Terms of Reference**Internet:**

www.communitypolicing.org
www.homeoffice.gov.uk
www.bbc.co.uk

Publications:

Crime Reduction and Problem –Orientated Policing : Willan Publishing.

Appendix 2**Key Partners**

Annette Stevens	Onevoice
Steve Daley	Sports Development
Shirley Walsh	Spaceplace
John Browne	Councillor
Kevin Ellard	Lancashire County Council
Michelle Mcmanus	Timeout
Wendy Wright	Youth worker
Deborah Barber	Groundwork Lancashire West
Gareth Hargreaves	Spar
Danny Walsh	Dreams Come True
David Bradley	Youth Offending Team
Father Terry	Church of the Ascension
Anne Davies	Brookfield United
Pam Cooper	Friends of Moorpark
Tony Fry	Housing office
Steve Harris	Street wardens
Susan Smith	Surestart
Emilie Bradshaw	Lancashire Evening Post
Phil Edmundson	LCC Road Safety