



Crime Reduction & Community Safety Group

Tilley Awards 2007

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, **within the stated word limit and ensuring the file size is no more than 1MB.** Failure to do so will result in your entry being rejected from the competition.

Completed application forms should **be e-mailed to tilleyawards07@homeoffice.gsi.gov.uk**

All entries must be received by noon on **Friday 27th April 2007**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811. Any queries regarding publicity of the awards should be directed to Chaz Akoshile on 0207 035 1589.

Section 1: Details of application

Title of the project: ***Thorpe Close Neighbourhood Policing Project***

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

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

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

Telephone number: ***01772 203203***

Fax number: ***01772 209035***

If known please state in which Government Office area you are located e.g. Government Office North West, Government Office London etc:

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

Name of organisation, position and/or rank of endorsing senior representatives(s): **Acting Deputy Chief Constable – HQ Corporate Services Directorate**

Full address of endorsing senior representatives(s): **LANCASHIRE CONSTABULARY POLICE HEADQUARTERS, PO BOX 77, HUTTON, PRESTON, LANCS PR4 5SB**

Please tick box to indicate that all organisations involved in the project have been notified of this entry (this is to prevent duplicate entries of the same project):

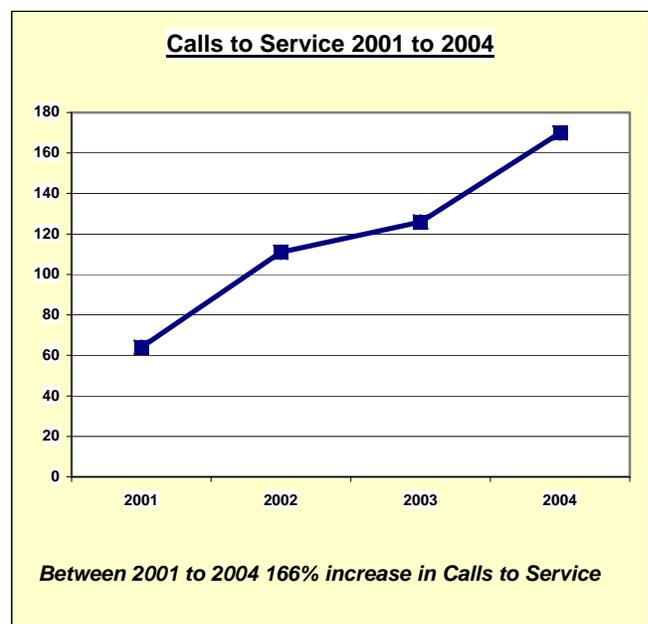
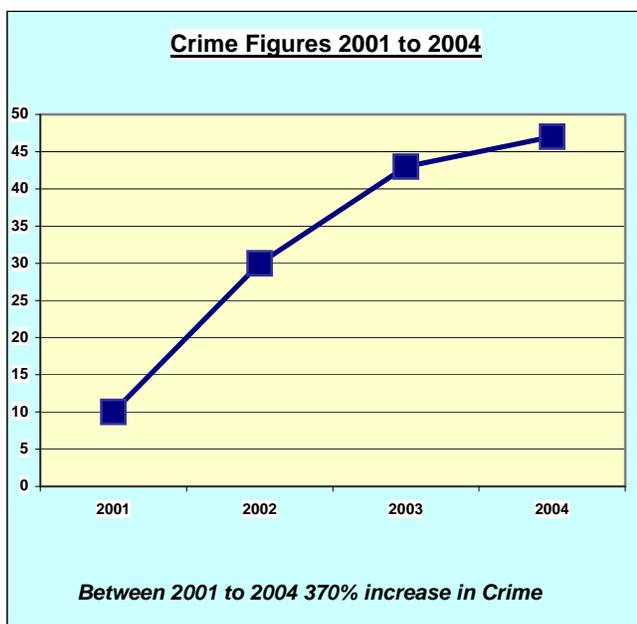


Section 2: Summary of application

In no more than 400 words please use this space to describe your project (see guidance for more information).

Scanning

On the 'Northern Gateway' into Preston, this 1960s council housing over 4 streets comprises of predominantly one-bedroom flats. Buildings suffered damage and fell 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

Community consultation and interrogation of partner and police data recording systems 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

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

Features of the Location

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

Features of the Offender

- Drug/Alcohol dependant
- Anti-Social behaviour
- Tenants, Visitors & Associates
- Squatters

Features of the 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 and Targeting

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

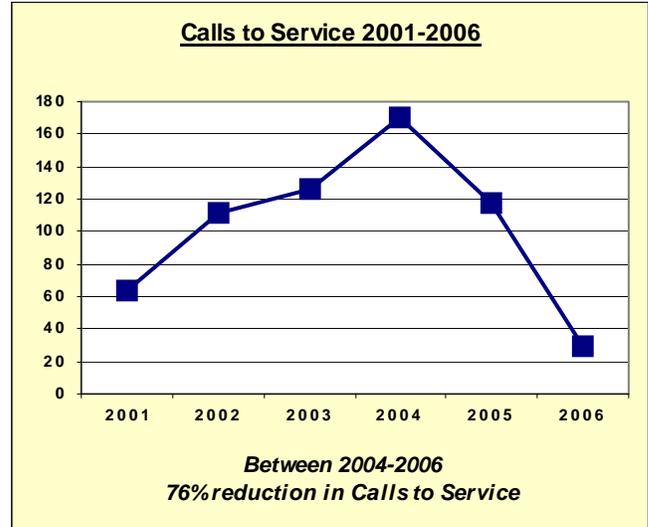
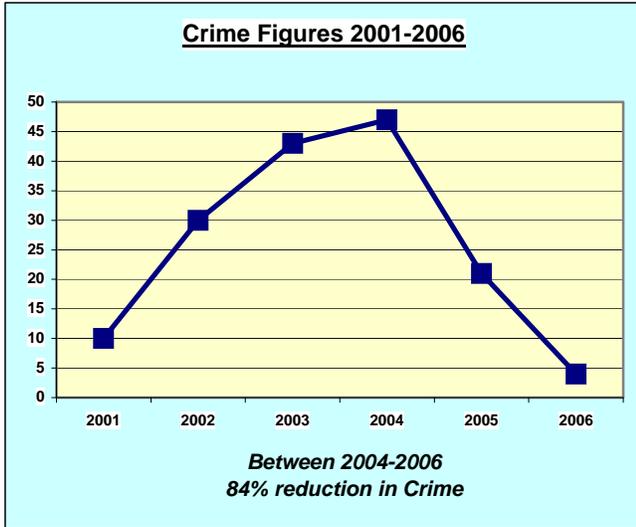
Option appraisal & demolition of Thorpe House

- Funding secured
- Demolition of Thorpe House
- Fencing funded by Community Forum Budget

- Contractor Bramall (free landscaping)
- Lighting upgrade
- Government funding secured to improve housing

Assessment (2004-2006)

Despite a re-invigorated attitude to reporting significant reductions:



The area was revitalised and opportunities created for local residents to gain employment with the contractor, Bramall Construction. A residents panel was formed to guide budget allocation and planning of refurbishment.

- Council revenue secured/empty properties filled
- Property modernisation
- Increased natural surveillance
- Landscaping – Communal garden
- Positive community feedback
- Significantly safer & reassured community
- Empowered residents
- Neighbourhood Policing Model Adoption

Section 3: Description of project

Describe the project in no more than 4000 words (see guidance for more information *in particular Section 7 - judging criteria*).

SCANNING

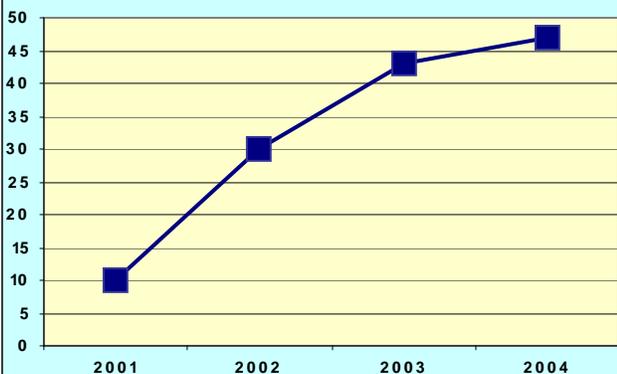
On the Northern 'Gateway' into Preston this 1960's estate is owned and let by Preston City Council housing department, the Community Gateway Association.

- 4 streets
 - Thorpe Close
 - Edale Court
 - Sheldon Court
 - St Thomas Street
- 6 two bedroom flats
- 37 one bedroom flats
- 4 bed-sit
- 4 storey block Thorpe House situated on Thorpe Close
 - 16 one bedroom flats
 - 4 bed-sit

Gradually the buildings were allowed to fall into a cycle of damage and disrepair with the adjacent grounds, hedges and trees becoming overgrown.

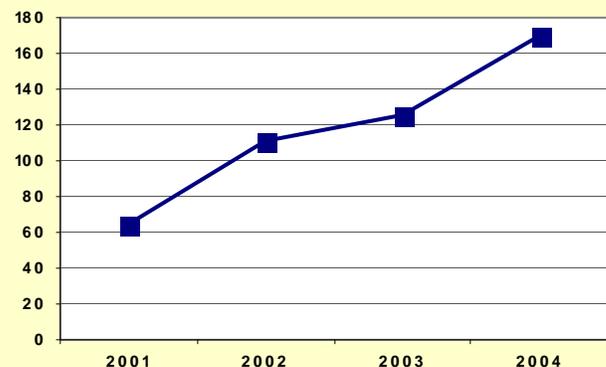
Officers were spending an increasing amount of their time dealing with incidents involving drug and alcohol dependent tenants and offenders, visitors and associates. The area was suffering from a high rate of crime with damage being the most prevalent offence resulting in a high number of properties being boarded up and increasingly the damage being left un-repaired, 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 and observations from officers spending an increasing proportion of their duty-time in the area highlighted blatant criminal activity coupled with incredible underreporting of crime and disorder.

Crime Figures 2001 to 2004



Between 2001 to 2004 370% increase in Crime

Calls to Service 2001 to 2004



Between 2001 to 2004 166% increase in Calls to Service

Pure traditional enforcement policing interventions alone were never going to resolve the deep-seated issues this neighbourhood faced. Community Gateway as the housing provider needed to quickly accept its responsibilities to address its management of the neighbourhood. The police amassed a wealth of evidence and applied relentless pressure to Gateway to ensure that they would honour their obligations. In light of the overwhelming evidence Gateway agreed to work in partnership with the police and accepted the responsibility to lead on tenancy issues and capital projects.

The area was beginning to take its toll financially on Community Gateway in terms of properties becoming empty (voids) and escalating damage. Void property was taking up to 18 weeks to re-let due to excessive damage and the low demand to live in the area resulting in a considerable loss of revenue. Gateway staff were spending 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.

Issues reported to the police and Gateway were carefully logged and documented. Community consultation revealed significant widespread activity far in excess of documented reports. Gateway established a significant gulf between reported damage and planned expenditure compared to extensive visible evidence of widespread damage, catalogued during regular site visits. There was abundant evidence of 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 keys for whoever wanted them. 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 their homes 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 highlighting the disillusionment of tenants, tenants in fear of reprisals and listed tenants not residing at the address.

ANALYSIS

Sources of Information

- 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

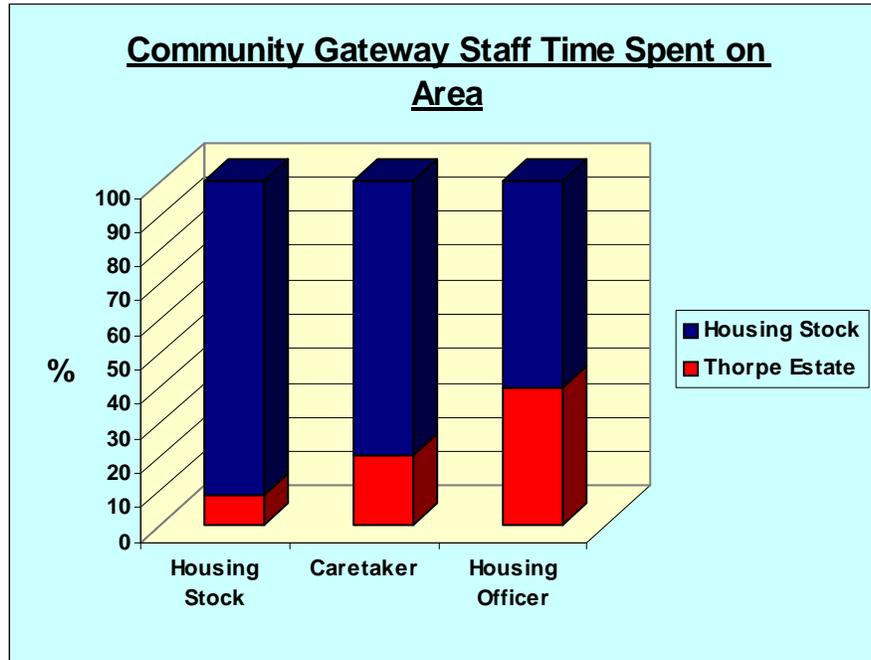
Environmental Visual Audits were conducted together with the local councillors for the area, which highlighted widespread damage and neglect:

- 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 Gateway 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 for the 1600 properties 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

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 .

Tenants, their visitors and associates as a result of criminal activity and anti-social behaviour were committing the majority of damage. Incidents were then going unreported, as this would guarantee police involvement and a perceived risk of reprisals.

Underreporting

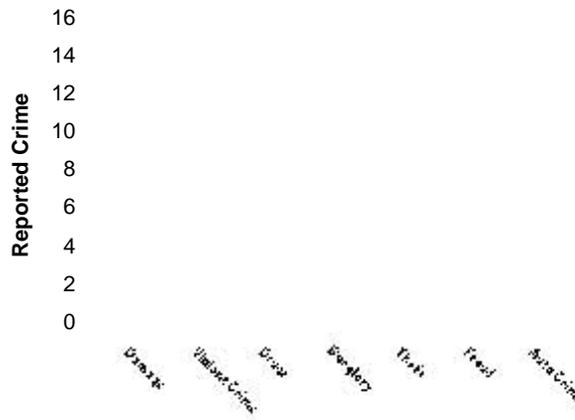
Incidents were going unreported by residents due to their lack of faith in the Police and Community Gateway. Residents had adopted a siege mentality preferring to turn a blind eye to criminal and anti-social behaviour for fear of reprisals.

On a typical day at the end of 2003 the local officer for the area attended the estate to conduct a survey. The officer was at the estate for a little over an hour and witnessed a number of incidents in that time and again later that evening, none of which resulted in a report to the police.

Police Data Recording Systems

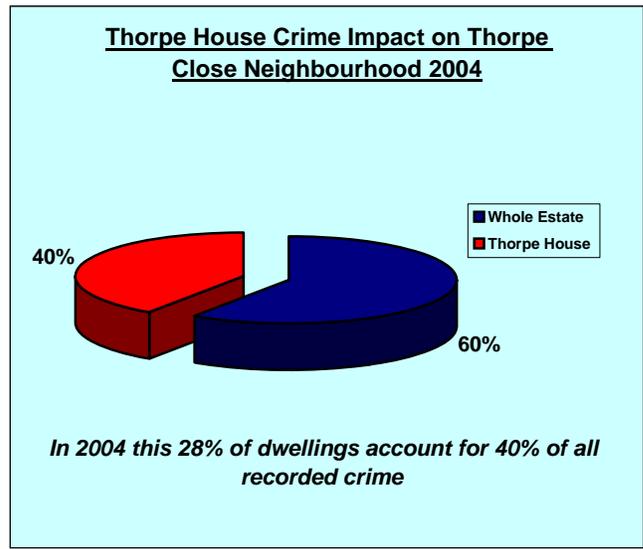
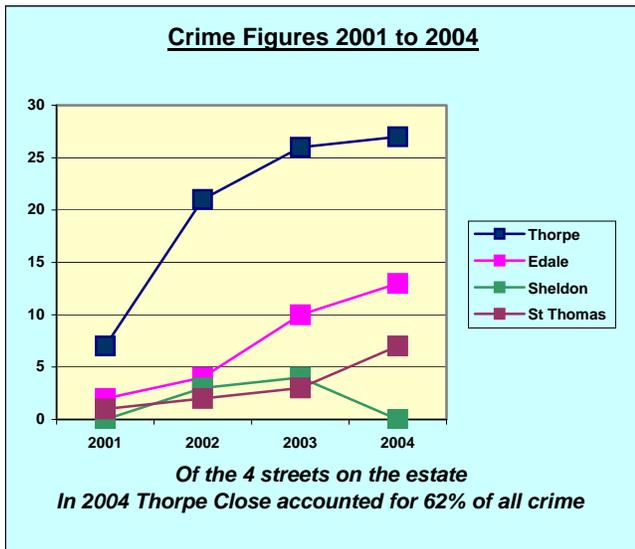
Crime

Thorpe Close Neighbourhood 2004



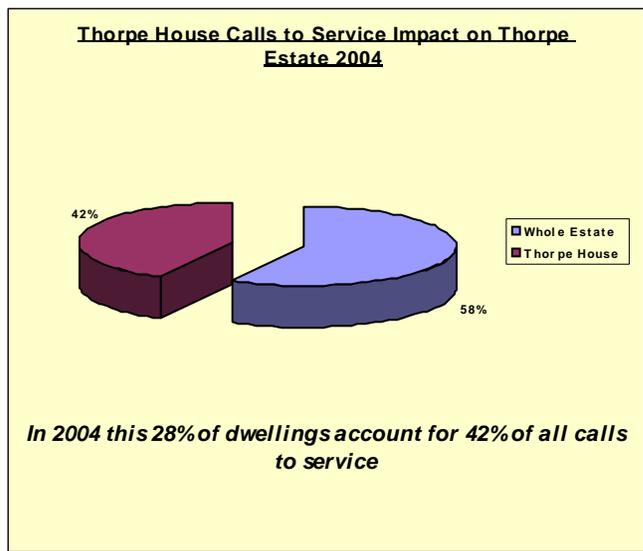
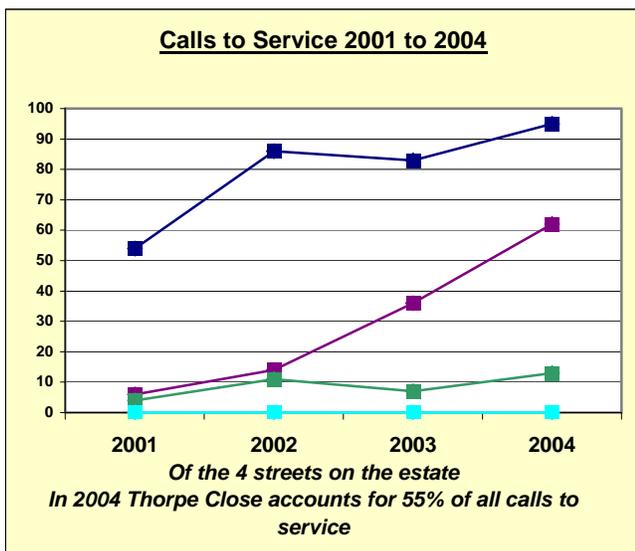
**Despite wholesale underreporting
In 2004 Damage was the most prevalent
offence**

- In 2004 Thorpe Close accounted for 62% of all crime on the estate.
- 70% of crime on Thorpe Close occurred at Thorpe House
- Thorpe House accounts for 28% of the dwellings on the estate
- In 2004 this 28% of dwellings account for 40% of all crime.



Calls to Service

- In 2004 Thorpe Close accounted for 55% of all calls to service on the estate.
- 76% of all calls to service on Thorpe Close related to Thorpe House
- Thorpe House accounts for 28% of the dwellings on the estate
- In 2004 this 28% of dwellings account for 42% of all calls to service.



Custody

- Between 2001 to 2004 there was a 40% increase in the number of arrests made on the estate.
- In 2004 Thorpe Close accounted for 83% of the total arrests made
- Thorpe House accounts for 28% of the dwellings on the estate
- In 2004 this 28% of dwellings account for 41% of all arrests made on the estate.

Intelligence

- In 2004 Thorpe Close accounted for 70% of intelligence addresses and 88% of all intelligence reports.
- 71% of the intelligence addresses were at Thorpe House.
- 91% of intelligence reports were related to Thorpe House.
- Thorpe House accounts for 28% of the dwellings on the estate
- In 2004 this 28% of dwellings account for 50% of all intelligence addresses and 80% of all intelligence reports.

Results of the Analysis – Problem Analysis Triangle (PAT)

Features of the Location

- 71 individual dwellings over 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 Victim

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

Features of the Offender

- Tenants involved in criminal activity and anti-social behaviour
- Visitors & associates of tenants attracted to the area, many with numerous previous convictions for violence and drug misuse.
- Drug & Alcohol dependant tenants
- Squatters & non-legitimate tenants

Root Cause – Thorpe House

In-depth analysis undertaken confirmed Thorpe House was the Root Cause of this problem. Its location on the estate, poor design, deteriorating condition and restricted natural surveillance provided offenders with an unrestricted opportunity to conduct criminal activity. Non-legitimate tenants thrived in the area and as a result of this the whole neighbourhood went into a rapid spiral of decline. No legitimate tenants were prepared to live in the block or accept tenancy offers. Furthermore although the block was the focus of activity its impact on the whole neighbourhood and the wider community was causing a ripple effect of spreading criminality, disorder and community decline.

Project Objectives

- 1) Results and experiences from a previous and very similar POP initiative 'The Hopwood Triangle' helped set realistic and achievable project benchmarks.
- 2) The in-depth analysis undertaken for this project would be used to inform the decision making process.
 - ❑ 50% Reduction in Crime/Disorder
 - ❑ 30% Reduction in calls to service
 - ❑ Reduction in maintenance costs – Damage
 - ❑ Increased revenue for Community Gateway – Voids & Damage
 - ❑ Promote Community Empowerment/Ownership
 - ❑ Reduce the fear of crime
 - ❑ Adoption of a Multi-Agency Neighbourhood Policing Model

RESPONSE

Commencing in November 2003 the work referred to continued up until the point of assessment in December 2006. 3 Community Beat Managers within their routine duties with no additional resources or cost implications undertook policing of the project.

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 / Problem tenants
- Identify offenders
- Gather evidence/intelligence
- Participate in Environmental Visual Audits

It was 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.
- Reassurance High Visibility Patrols

Tenancy Issues

Community Gateway updated 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 the Police, the Housing Team was 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 /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 Enforcement

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

Drug Enforcement-Operation Nimrod

Evidence gathered on Operation Nimrod identified key addresses and persons involved in the supply of drugs

- Drugs warrants obtained/executed
- Arrest and charge
- Conviction
- Imprisonment
- Eviction
- Awareness

Four key addresses and their occupants were successfully targeted, convicted and imprisoned and then evicted from

their homes breaking the cycle of drug dealing, sending out a strong message from the Police and the Community.

Targeting Offenders

Offenders active in the area were highlighted, adopted and targeted through the Division's targeting and tasking. This ensured maximum awareness of known offenders and encouraged proactive targeting of key individuals by response and target teams. Key risk individuals were arrested, charged and convicted for offences that occurred elsewhere.

Other interventions

- Targeted Patrol
- Acceptable Behaviour Contracts
- Enforce Anti-Social Behaviour -Orders
- Use of bail conditions
 - Residence
 - Curfews
 - Geographic restrictions
 - Witness protection
 - Report to police station
 - Supervision orders

Police Community Support

- Reassurance patrols by Police/Council Street wardens.
- Environmental Visual Audit
- Crime Prevention Surveys
- Repeat victim identification, intervention and support

Managing Displacement

- The analysis and evidence gathering showed that many of the problem individuals on the estate were non-legitimate tenants who had other addresses away from the area and had been attracted to the estate as it provided them with the means to conduct their criminal behaviour with a certain amount of anonymity.
- Once removed from the estate these individuals were monitored to see if their offending behaviour continued elsewhere.
- Non-legitimate tenants such as squatters were encouraged by Gateway to join their waiting list for housing and support.

Ongoing Assessment and Analysis Informs Responses

Ongoing analysis and assessment showed Thorpe House continued to create serious issues as no sooner had 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

The ultimate success of the initiative would be dependant on resolving the issue of Thorpe House. Its location, design, reputation, and state of repair presented a range of problematic issues. 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 3 options.

- 1) Current condition maintained
- 2) Refurbishment
- 3) Demolition

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

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

- Properties hard to let/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

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.

Gateway handled all the funding bids and using the scanning and analysis undertaken for the initiative a successful bid for Government Single Regeneration Budget finance was made.

An unexpected opportunity arose to rejuvenate the neighbourhood, which hadn't been planned due to budget restraints. Towards the end of the financial year in March 2005, the Government Single Regeneration Budget was showing a declared national under-spend and bids were encouraged at short notice for enterprising community projects. If the money was not allocated within a specific timescale the funding would be lost and returned to Central Government. Again using the documentation collated in the scanning and analysis, the team submitted a further bid and in recognition of the project a further £140,000 was awarded to undertake refurbishment of the remaining housing stock.

Demolition

Prior to the demolition of Thorpe House in March 2005 it became apparent that the funding only provided for demolition of the building and that the foundation footprint of the property would be left in place. An oversight in the funding bid meant its removal hadn't been included in the budget. This funding shortfall created an issue as the footprint would still create potential problem issues and its landscaping and fencing was integral to the initiative.

A site meeting was held and the Police made representations directly to the building contractor, Bramall, appealing for their co-operation in rejuvenating this community. Their response and commitment to the initiative and partnership working was instant. 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 estate to provide perimeter fencing. This work was undertaken freely without further cost implication resulting in a cost saving of approximately £15,000.

The resulting housing layout was transformed into 3 distinctive streets 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 to reduce unwelcome access and increase security. The area was then given a clear

up by the partners and community before a final landscaping and programme of grounds maintenance.

Resident Participation

Having been awarded the extra £140,000 funding Gateway then set up a 'Scheme Panel', which consisted of Gateway, Bramall Construction and 3 local residents from the estate who met to discuss how the money would be spent. Local residents were now having a say in the management of their neighbourhood.

A number of residents from the neighbourhood were then employed by Bramall Construction as part of this scheme and have been retained as employees.

ASSESSMENT

The assessment is based on the project life of 2 years. The figures and outcomes have been calculated up to year-end 2006 and set against initial project objectives.

With a history of large scale underreporting of incidents and crime the partners encouraged a far more proactive and robust attitude to reporting through community engagement. Despite evidence of reinvigorated attitudes to reporting, from attendance at the weekly surgeries and Windmill Community Association Meetings significant reductions were achieved.

Crime

A key objective was crime reduction, with overall crime levels and reduction in key crimes given priority.

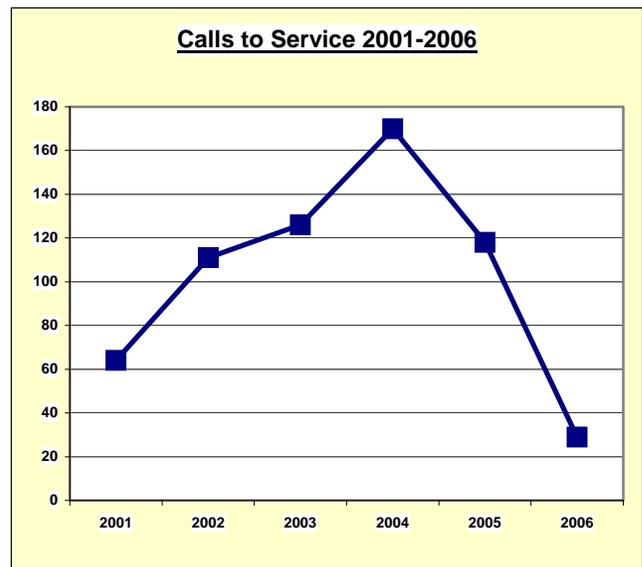
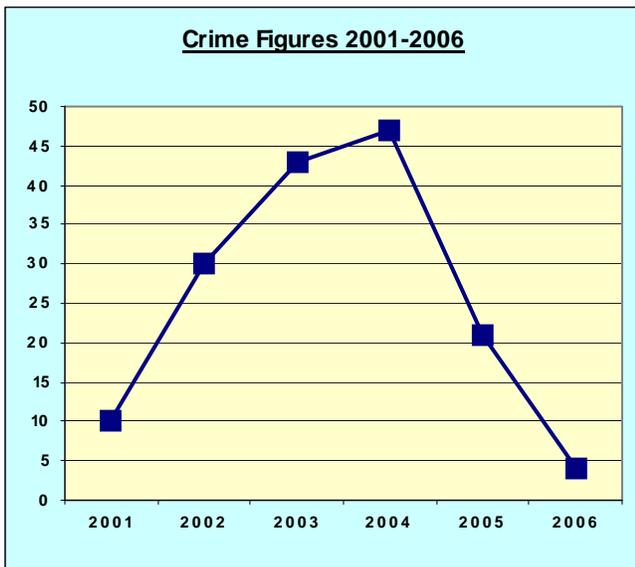
- 2004-2005 – 51% reduction
- 2005-2006 – 67% reduction
- Overall 2004-2006 – 84% reduction

Key Crimes 2005-2006

- Damage – 80% reduction
- Violent Crime – 100% reduction
- Drugs – 100% reduction
- Burglary – 80% reduction
- Auto Crime – 100% reduction

Calls to Service

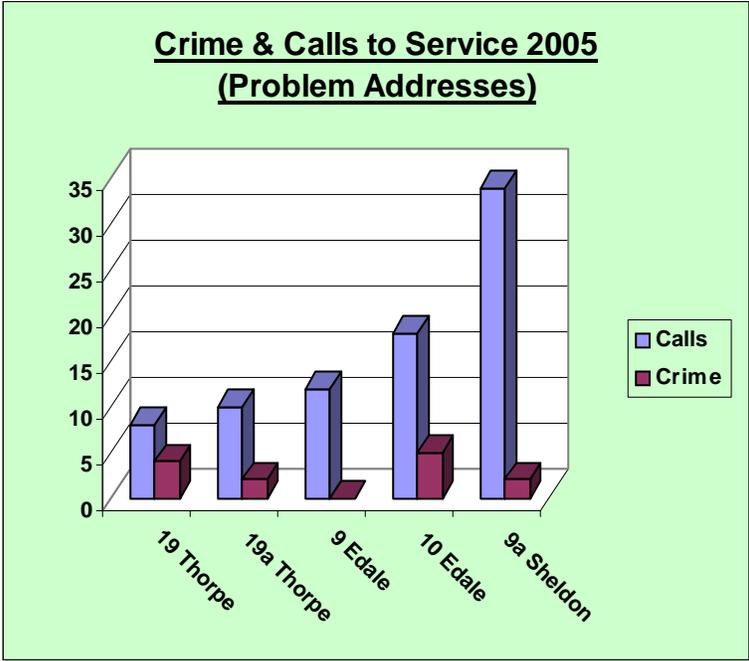
- 2004-2005 – 36% reduction
- 2005-2006 – 62% reduction
- Overall 2004-2006 – 76% reduction



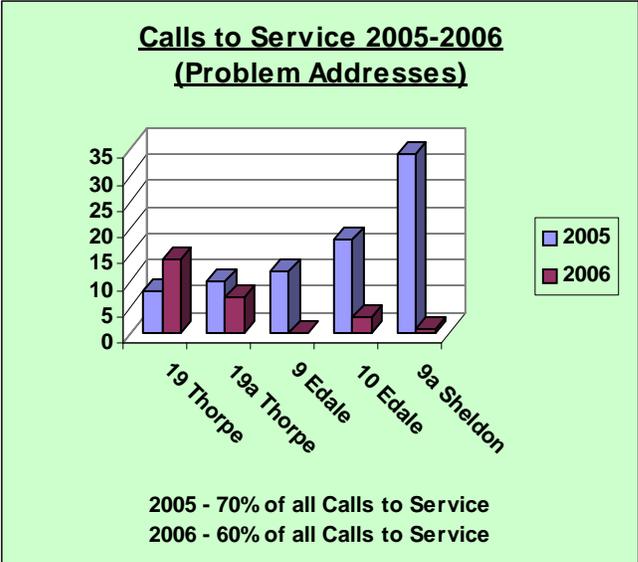
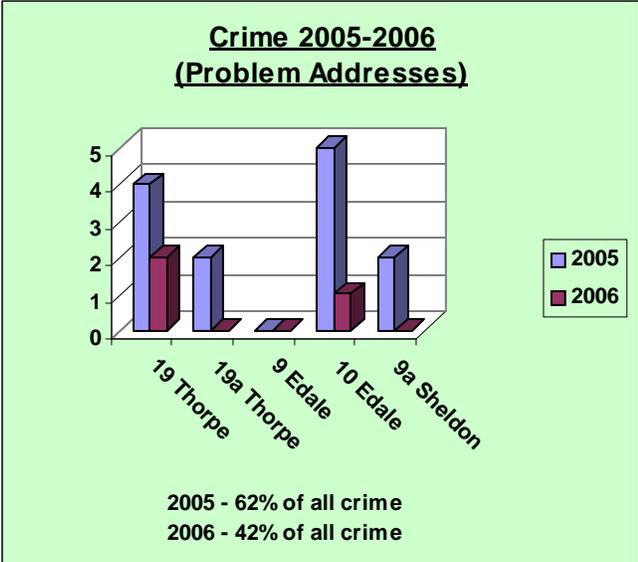
Results indicated a reversal of the trend of increasing crime and calls to service in the area for the first time in many years, arresting a cycle of year on year increases.

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At the end of 2005 the analysis was revisited which revealed that there were 5 key addresses in the area, which hadn't previously been highlighted as being particularly problematic. These addresses accounted for 62% of all reported crime and 70% of all calls to service. 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.



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



Enforcement Activity

- At the end of 2006 there had been an 89% reduction in the number of arrests made 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. In 2004 the problems experienced on the Thorpe Close estate of falling rental incomes and spiralling 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 end of 2006 at the conclusion of the project Community Gateway had achieved significant results:

- All properties fully occupied (legitimate tenants from Thorpe House re-housed on the estate).
- High demand for tenancies on the estate (properties re-let within 2 offers).
- Revenue secured.
- Re-invigorated enforcement of tenancy agreements.
- Reduced Maintenance costs
- Operating profitably & within budget.
- Only 1 tenant currently engaged in anti-social behaviour.
- 30% of remaining tenants resident in excess of 5 years.
- No unaccounted damage to properties.
- Accountable damage re-charged to tenants.
- Caretaker weekly checks only.
- Housing officers conduct routine planned visits only.

Residents

Reduced Fear of Crime

- Feedback from weekly surgeries.
- Feedback from Windmill Association meetings.
- Increased reporting.

Empowerment / Ownership

- 3 local residents sitting on 'Scheme Panel'
- Residents obtained funding from Neighbourhood Renewal Fund to create a communal garden on the old site of Thorpe House.
- Media article in local paper entitled 'Object lesson in how to clean up an estate'

Problems Encountered

- Initial lack of ownership by Gateway
 - Staff retention issues – 32 staff in 18 months
- Initial Community mistrust and apathy
- Private ownership of one of the flats 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.

Section 4: Endorsement by Senior Representative

Please insert letter from endorsing representative:

Checklist for Applicants:

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public?
7. Have you saved you application form as a PDF attachment and entitled your message 'Entry for Tilley Awards 2007' before emailing it?

Once you are satisfied that you have completed your application form in full please **email it to Tilleyawards07@homeoffice.gsi.gov.uk**. Two hard copies must also be posted to Alex Blackwell at Home Office, Effective Practice, Support & Communications Team, 6th Floor, Peel Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF.