



## 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](mailto: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:

**Operation Hot Spot (Trinity Ward)**

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):

**Police Sergeant Martin Selway, Neighbourhood Policing Coordinator**

Email address:

**martin.selway@lancashire.pnn.police.uk**

Full postal address:

**Burnley Police Station, Parker Lane, Burnley, Lancashire, BB11 2BT.**

Telephone number:

**01282 472123**

Fax number:

**01282 472116**

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

**Government Office North West**

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**

- A *multi-agency initiative* tackling environmental crime issues.
- The CDRP identified Trinity as a priority using multi-agency data.
- The Neighbourhood Manager consulted local resident groups on their top priorities. The issues topping the resident's list of priorities were 'enviro-crime' issues.
- Lack of activities for young people, and lack of enforcement action were identified as issues.
- The community and agencies needed to work better together, and resident apathy had to be tackled.

### **Analysis**

A survey of Trinity residents revealed that only 45% of residents would speak well of their neighbourhood, but 60% would like to get more involved in neighbourhood activities. Features of offender(s): often anonymous and go unpunished; fly-tippers; drug dealers; anti-social offenders. Features of victim/target: demoralised residents with apathy towards reporting offenders; lack of confidence in agencies; low levels of community pride. Features of place: high deprivation; poor housing about to undergo demolition and high levels of vacant houses; high levels of ASB & deliberate fires; fly-tipping hotspots in clearance areas; private/absent landlords; street drinking.

### **Response**

- Partners and residents combined to identify short, medium and long-term interventions.
- An action plan identified the right agencies for different problems.
- 25 partner agencies agreed to participate in Operation Hotspot.
- In order to create a sense of community pride and increase the community's confidence, it was essential to involve the residents.
- A six week Operation took place where rubbish was cleared, graffiti removed, and youth activities provided.
- Enforcement action was stepped up with joint police/Council patrols catching offenders.
- Week-day coordinating meetings were held on the area to keep the Operation focused.

### **Assessment**

- Operations were organised to target littering and dog fouling; untaxed cars; drinking in the alcohol control area; drug dealing and other issues.
- Community clean-ups, *with residents*, removed over 75 tons of rubbish and graffiti was removed by Council Wardens, *together* with local volunteer youths.
- Fire Service educational visits to local schools on the dangers of fire setting.
- Youth activities provided for bored youths.
- Hot Spot rekindled community pride, and increased community confidence. 83% of residents said they would now speak well of their neighbourhood, compared to 45% before.
- Agencies working together on dozens of projects, and the residents saw the difference that this made.
- An independent assessment concluded the Operation had been ***"an exemplary demonstration of neighbourhood policing and community support"***.

### **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**

Operation Hot Spot is a multi-agency initiative aimed at tackling the issues that matter most to a community. The Burnley Crime & Disorder Reduction Partnership (CDRP) commissioned a piece of analytical work to identify priority wards using Police and partnership data. This work was tasked to the police analyst. This work used source data from a number of agencies including Police, Fire & Rescue, Ambulance and Census data, through a portal known as MADE (Multi Agency Data Exchange) which was designed for this purpose. A regression analysis of the MADE data was undertaken, together with an assessment of Signal Crimes, which are known to have a disproportionate effect on 'fear of crime'. The analyst identified a number of priority wards that suffered disproportionately from problems of crime and disorder.

Having identified priority Wards, the CDRP wanted to do something about it. The Steering Group commissioned key staff to develop an operation, and Trinity Ward at Burnley was identified as the first area, with an intention of rolling out the Operation onto other priority areas if it was successful.

Trinity was identified because it was an area of high priority which already had two Police Community Beat Managers in place. The newly appointed Neighbourhood Manager was asked to consult local resident groups on their top priorities. The issues topping the resident's list of priorities were flytipping, litter, dog fouling, graffiti, drug dealing, crime and anti-social behaviour. Specific localities, such as Chicken Hill, were identified for clean-ups. The lack of activities for young people, and lack of enforcement action were identified as issues to be addressed. The local community and agencies needed to work better together, and resident apathy had to be tackled.

Many of the issues identified by residents came as no surprise to the Police. The Police had previously commissioned Signal Crime Research, a company associated with Surrey University, to undertake an I-NSI (Interactive Neighbourhood Survey Interviews) survey of the Ward in 2005. This research, conducted through one-to-one resident surveys, highlighted that the top 10 issues on the Ward consisted of enviro-crime issues such as littering, dog fouling, fly tipping graffiti, damage and open signs of drug dealing. The Police and other partners had tried to impact on these issues, but without a dedicated Neighbourhood Manager, this had proved difficult. The Police restructured and appointed an additional officer. Burnley had now been designated a Housing Pathfinder Renewal area (Elevate East Lancashire), and this finance had enabled the appointment of a dedicated Neighbourhood Manager as well as funds to tackle some of the more intractable and long term issues facing housing within the area, such as over supply and poor quality housing stock.

Operation Hot Spot was devised as a problem solving initiative, and as an approach that would tackle the issues highlighted by residents, in a partnership with agencies, to make a visible difference to the area, and so build community confidence and pride. There was no special budget made available for Hot Spot, so the improvements were to be made by increasing effort, working smarter and through better coordination of services.

#### **Analysis**

The Problem Analysis Triangle (PAT) was used to identify the features of the problem. The Ward Profile, MADE data, and previous I-NSI survey were reviewed.

The Ward is amongst the top 10 most deprived Wards nationally. The population of 96% white and 3% Asian is 5,988 persons in 0.6 square miles. The crime rate per 1,000 population is 209 (Burnley 124), the anti social behaviour reporting rate is 245 (Burnley 175) and the rate of vacant properties is 18% (Burnley 8%). The Ward had above average rates for calls for service from the Police, Fire & Rescue and Ambulance Services e.g. deliberate fires rate in Trinity is 25 per 1,000 (Lancashire 5.5 per 1,000).

It was recognised that the borough Council was not yet able to provide data on environmental issues in a form compatible with the MADE database. This issue is being addressed by the council, but a work-around solution was devised where Street Scene staff confirmed that the priority areas identified were also seen as the areas of highest demand for their services.

The Planning Group realised that the key to achieving success in a project like this was to deliver on residents' concerns, so a sample of residents were surveyed and 69 completed questionnaires were analysed. Key results of the questionnaire were:

- Only 45% of residents would speak well of the neighbourhood.

- 45% of residents knew what plans there were to change the area (Elevate).
- 60% of respondents would like to get more involved in neighbourhood activities.

Resident action groups, associations and neighbourhood watch were involved in the project from the outset. The chair of each group was asked to identify their top concerns. This would form the agenda for action within operation Hot Spot.

The interaction with residents also confirmed that many residents lacked the confidence to report incidents and felt that offenders for low-level anti-social behaviour were going unpunished. The survey revealed residents felt that the area had become run down, and that graffiti, vandalism and crime had become the norm. A spiral of decline had set in, where residents felt there was little point in reporting offenders: even if they knew who to contact, their confidence that action would be taken was low.

Agencies recognised that although there had been good work undertaken in the area, there was little joined-up working between agencies, and the team based approach required developing.

The analysis is summarised below:

Offenders anonymous  
 Offenders go un-punished  
 Fly-tippers  
 Drug dealers  
 Anti-social offenders



High deprivation  
 Poor housing about to undergo demolition  
 High levels of ASB  
 Fly-tipping hotspots in clearance areas  
 Private/absent landlords

Demoralised residents  
 Apathy towards reporting offenders  
 Lack of confidence in agencies  
 Low perception of area

## Response

The Neighbourhood Manager used the residents list of issues to identify which agencies should be involved in Operation Hot Spot. The CDRP secured the buy-in of key agencies at their Steering Group level. Twenty-five agencies and residents' representatives were invited to participate in a series of joint meetings to identify short, medium and long term interventions. This planning group devised a six week action plan.

The appropriate agencies for different problems were identified and asked to lead on particular issues e.g. British Waterways for canal side blight. In order to create a sense of community pride and increase the community's confidence, it was essential to involve the residents themselves both in the planning and operational phases of Hot Spot.

Not every resident would become directly involved, so a communications plan was devised jointly between Burnley Borough Council and the police. A dedicated logo was devised. Every home in the Ward received a leaflet telling them about the forthcoming operation, and how they could take part. Distinctive posters were designed for use in the operation, and if a drugs warrant was executed, or 'grot-spot' cleaned up, then a poster would be erected at that location so the residents knew about the activity. It was agreed that a weekly newsletter would be produced by the police outlining the main achievements of the last seven days – this would be circulated to the planning group and information cascaded by chairs of residents groups. An end of operation Report would be produced in full colour that showed graphically what had been done, and by whom. This would be produced by the Council and delivered to every household. The Neighbourhood Manager commissioned a 'video-diary' of the Operation from a local City Technology College, to be used to promote the approach in later phases of Hot Spot.

A six week Operation took place where rubbish was cleared, graffiti removed, and youth activities provided. Enforcement action was stepped up with joint police/Council patrols caught offenders for litter and dog fouling. Daily coordinating meetings were held on the area and attended by police, agencies and residents to keep the Operation focused.

#### What was done?

- For the first time, joint enforcement patrols took place and offenders were prosecuted for littering and dog fouling. These prosecutions were extensively publicised. Residents were encouraged to report known offenders.
- Community cleanups were organised and residents *working with* agencies removed over 75 tons of rubbish. A major clean-up was organised for each of the six weeks with smaller clean-ups in between these. Every agency was asked to participate in the major clean-ups, together with residents. It was symbolically important that residents saw all the partners were committed to the area, and were seen to be 'mucking-in'.
- A joint Police/DVLA enforcement campaign resulted in 75 untaxed cars being clamped or towed away.
- Drug warrants were executed at addresses identified by the residents, Hot Spot posters were erected on those streets to tell residents that the warrants had been done.
- Evening and weekend anti-social behaviour patrols were conducted on foot. Dozens of seizures of alcohol in Trinity's Alcohol Control Zone were made.
- Alcohol test purchases were made at off-licences suspected of selling to children.
- The Fire & Rescue Service undertook educational visits to local schools on the dangers of fire setting.
- Youth activities were provided for bored local youths by the local YIP (Youth Intervention Project) e.g. DJ, dance and mask making workshops. A street soccer competition was organised by the council's Sports Development Unit.
- Visual Audits were undertaken by the agencies together with residents and graffiti was removed by the Council Wardens, together with local volunteer youths.
- Many other activities were undertaken during the six weeks of the Operation Hotspot, with at least one activity taking place every day throughout the six week programme, and on average there were twenty-five activities programmed per week.

At the end of the six weeks, a high quality colour brochure was delivered to every household highlighting the work done and providing the contact details and photographs of key Ward personnel, such as the CBM and Neighbourhood Manager.

#### Assessment

Operation Hot Spot aimed to make a start at rekindling community pride, and increasing community confidence. No one expected the job to be done after the six weeks had finished – it was seen as a new start, a beginning rather than an end.

Operation hot spot had undoubtedly achieved a great deal in the way of actions and activity – this question was, had the resident's perception of the area improved?

The Operation succeeded in involving residents at every stage of the programme. The post-operation resident's survey showed that at the end of the Operation 83% of residents said they would now speak well of their neighbourhood, compared to 45% before. The survey revealed a big increase in community confidence. It was also important to get agencies working together in a coordinated way to tackle neighbourhood issues. This was largely achieved, with agencies working together on dozens of projects, and the residents saw the difference that this made.

As resident's confidence increased, so too did their resolve to take action. Following one particular clean-up of flytipping, the residents successfully applied for funding for a barrier to shut off vehicular access to a fly tipping location (see appendices for press release).

The individual agency staff, who operated largely independently of each other before, now felt that they worked as part of a bigger team who were all contributing to improving the trinity area. The Neighbourhood Manager had provided a pivotal role in pulling everyone together and coordinating work.

A post-operation evaluation session was held with agencies and resident's representatives. This session highlighted areas of weakness for agencies to address, and this much longer term work is ongoing. Some agencies made commitments to participate and did not deliver. These issues were identified and referred back to the CDRP Steering Group to be dealt with. The 'in-house' evaluation report had provided useful feedback on the Operation and had been critical, up to a point. There was a concern that this approach lacked independence.

In Autumn 2006 an independent assessment of Operation Hot spot was commissioned by the CDRP and carried out by Applied Social Research Associates, who concluded ***“Operation Hotspot was an exemplary demonstration of neighbourhood policing and community support. Police, neighbourhood area personnel and others worked***

***vigorously towards achieving the current community safety strategy's objectives and aligning their activities with residents' priorities"<sup>1</sup>.***

The independent report revealed further areas to be addressed, with significant issues of internal cooperation and coordination being identified within certain agencies. These issues have now been highlighted to the agencies concerned and corrective action taken.

As much as anything else, Operation Hot Spot identified a way of working where things were not just done, but were *seen to be done*. By targeting resident's concerns, agencies were able to achieve a significant increase in community confidence. This approach now needs to be sustained by the residents and staff who work on Trinity such as the Neighbourhood Manager, Community Beat Managers, and Street Scene workers, and monitored through the monthly Trinity PACT Panels (Police And Communities Together) and Neighbourhood Management Forum.

### ***Appendices***

1. Operation Hot Spot briefing for police staff.
2. Operation Hot Spot leaflet delivered to each house in Trinity.
3. Front page from Week 3 update Newsletter.
4. Press cutting: 'Crime & Grime success'. One in a series of press releases.
5. Press cutting: 'Residents Step up Fight Against Tippers'.
6. Extract from brochure on Operation Hotspot delivered to every home in Trinity after week six.

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<sup>1</sup> Promoting cohesion and Engagement. A Review of Burnley Community safety Partnership's Hot Spot Initiative. Applied Social Research Associates. Dr Graham Barlow. December 2006.



## Operation Hot Spot – What Is It?

- **Multi-Agency Targeted Action**  
Police, Council, Street Scene, Fire Service, Sure Start, Calico, Neighbourhood Area Worker, Community Wardens, Health, Dog Warden
- **Concentrating effort on the areas with the worst problems**  
The analysts have identified the target areas using data not just from the police, but from other agencies as well.
- **A Whole Neighbourhood Approach**  
Police – Partners – Residents
- **6 Weeks of Concentrated Effort**  
Commences Monday 16<sup>th</sup> January
- **Daily Coordinating Briefings**  
Lead by the Neighbourhood Manager Allison Kay-Porter at Howard Street Health Centre
- **Police Lead Staff**  
CBMs Adam Gordon & Ian Willis, backed up by NRO's
- **Tackling the Resident's Top Issues**  
These have been identified by consulting residents' and they are:  
Litter, Fly-Tipping, Anti-Social Behaviour and drugs

**Want to know more? Speak to PC Adam Gordon, PC Ian Willis or PS Martin Selway**



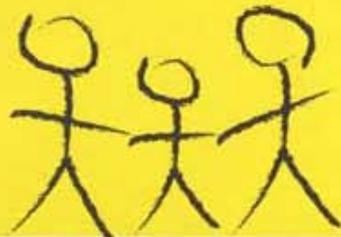
*Taking Action for a cleaner, safer,  
greener neighbourhood.*



O P E R A T I O N  
**HOT  
SPOT**

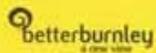
**Trinity Neighbourhood Action**

*Taking Action for a cleaner,  
safer, greener neighbourhood.*



**Burnley Community Safety Partnership**

Working Together for a Safer Burnley



# Hot Spot

## NEWSLETTER

WEEK THREE ...



**Welcome** to the third edition of the Operation Hotspot Newsletter. The purpose of this bulletin is to keep you informed about the progress of Operation Hotspot - Burnley Community Safety Partnership's campaign to create cleaner, greener and safer neighbourhoods.

As you will be aware, Operation Hot Spot kicked off in Trinity on 15 January with a press launch and leaflet drop to every home in the area. Since then a variety of work has been done by local agencies - and residents - to improve the neighbourhood, with more work to follow over the next three weeks.

If you have any comments on the activity or you want to get involved, then please call your local Neighbourhood Worker Alison Kay-Porter on 477326.



Before...



...After

### Useful contact numbers

Burnley Borough Council Contact Centre: 01282 425011

PC Adam Gordon: 07984 316849  
PC Ian Willis: 07903280330

In an emergency dial 999 for 24 hr reporting call 0845 1 253545

Fire Service Community Team: 01282 429452

Neighbourhood Area Worker: 01282 477326

Howard Street Community Health Centre: 01282 473120

Sure Start: 01282 832249

Calico: 08001692407

Youth Inclusion Programme: 01282 455457

National Drugs Helpline: 0800 776600

Together "It's Your Call" Anti-Social Behaviour Reporting Line: 0845 605 2222

Crimestoppers: 0800 555 111

Youth & Community Service: 01282 831040

### Extra Bobbies on the Beat in Trinity

Six extra police patrols were out on the beat in Trinity on Friday and Saturday evening to challenge anyone causing anti social behaviour. The officers assisted with the seizure of 26 containers of alcohol from youths and dispersed and dealt with groups of youths in order to prevent anti social behaviour.

### Graffiti Removals

Burnley Borough Council's Community Wardens were out in force with the removal of graffiti from five premises including Piccadilly Road, Cog Lane and Curlew Gardens.



### Mobile Speed Enforcement

A number of speed checks have been carried out by traffic officers around the Manchester Road area to help reduce the number of speeding motorists.



*Taking Action for a cleaner, safer, greener neighbourhood.*



XPS

# Crime and grime scheme success

A CAMPAIGN to rid Burnley's streets of crime and grime has got off to a flying start! **Operation Hot Spot**, which kicked off in the Trinity area last week, has already seen a blitz to tackle litter, fly tipping, youth nuisance, arson, underage drinking and drug dealing.

Spearheaded by Burnley Community Safety Partnership, it will operate in Trinity for six weeks, tackling concerns raised by residents at public meetings and in surveys, before moving to another ward.

Work so far has seen:

- One shopkeeper receiving an £80 fixed penalty notice for selling alcohol to a 15-year-old in a test purchasing operation last Friday evening in which eight shops were visited.

Letters being sent to those who abided by the law, encouraging them to

continue refusing to sell alcohol to minors.

- Burnley Fire Reduction Team putting on extra patrols, reporting eight back yards and an unoccupied house as havens for firebombs and asking for a skip to be removed.

- Burnley Borough Council ordering four premises in Coal Clough Lane be cleaned and serving notices on six nuisance addresses in Westmorland, Grange, Laithe and Harriet Streets. Officers also visiting an address in Duckett Street with a builder to investigate claims it was making a neighbouring home damp.

- The Clean Team clearing flytipping and litter from around Coal Clough Lane and the community wardens removing graffiti from walls. Shrubs being cut back and litter picked up in Clough Street and Cooper Street, as well as Sandycote and Burnham Gate, and a general litter pick on council land.

- Dog wardens patrolling the streets, advising six pet owners about keeping dogs on a lead, picking up two roaming dogs and taking them to kennels and helping to rescue one dog from the canal and returning it to its owner.

Neighbourhood worker Allison Kay-Porter described Operation Hot Spot as "the largest and most ambitious project ever undertaken by the Community Safety Partnership" and hoped it would reap lasting benefits.

"People in most areas of the ward should already be noticing a difference in terms of litter for example, but the hard work has only just begun," she said. "There is a lot more to do, particularly in terms of clean-ups and enforcement action."

Urging locals to get involved, she added: "Working together, I am confident we can build on the activity done to date and ensure Trinity becomes a much cleaner and safer place for us all live, work and play."

# Residents step up fight against tippers

A HARDY band of residents are stepping up the fight to become the scourge of fly-tippers in Burnley.

Neighbours in the Trinity area have managed to secure funding to have a sally-duty barrier installed at the bottom of Cog Lane – a haven for the cluttering of household rubbish in recent years.

They have also sworn to keep a close watch for fly-tippers in the area and will not hesitate to report them.

The campaign is being led by Mr and Mrs Peter and Janet Tarren along with Mrs Wendy Graham.

"Hopefully this should be the end of fly-tipping in this part of the neighbourhood," said Mr Tarren.

"We have found names and addresses in sacks of rubbish just thrown about and we've handed them over to the council, so we're hopeful action will be taken."

The barrier is the result of eight months of hard work, including an application for funding from the council's Safer Neighbourhoods grants.

After receiving a £1,500 cash boost the group was able to buy the barrier and have it installed. However, within days, the locks had been cut off and the barrier shoved aside. Since then, the group has installed sally-duty locks that cannot be removed.

Mrs Graham hopes more community groups will take advantage of the council's grants and help to stamp out fly-tipping all



**END OF THE ROAD:** Mr Tarren, Mrs Tarren and Mrs Graham are confident that the days of fly-tipping are coming to an end. b1901052

across Burnley. She said: "We do not want to be a town that is just in the news for the wrong reasons. The more people who are made aware of this project, the more we may utilise it."

"There is a lot of good work being done where residents can identify their own issues and use the money effectively."

"This area has a history of problems and

we just had to try and do something about it." The group has already used the Safer Neighbourhood scheme to secure funding for traffic-calming bollards and security lighting in Peace Street as well as new fencing in Athol Street.

■ Anyone who wishes to apply for the grant can contact the Community Safety Team on 425011 ext 2129.

# OPERATION HOT SPOT

## TRINITY

6 weeks, hundreds of people, one big effort

Making Trinity a better place to live



**Burnley**  
gov.uk

#### **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](mailto: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.