



# Home Office

## Crime Reduction & Community Safety Group

### Tilley Awards 2008 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 [tilleyawards08@homeoffice.gsi.gov.uk](mailto:tilleyawards08@homeoffice.gsi.gov.uk).

All entries must be received by noon on **Friday 25<sup>th</sup> April 2008**. 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.

#### **Section A: Application basics**

1. Title of the project: **Improving victim reassurance within the North Anglesey Policing district**
2. Key issue that the project is addressing e.g. Alcohol related violence: Victim reassurance

#### **Author contact details**

3. Name of application author: Ps Owain Llewellyn
4. Organisation submitting the application: North Wales Police
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7. Telephone number: 01407 724161

#### **Secondary project contact details**

8. Name of secondary contact involved in the project: Inspector Andrew Williams
9. Secondary contact email address: As above
10. Secondary contact telephone number: 01407 724100

**Endorsing representative contact details**

11. Name of endorsing senior representative from lead organisation: Superintendent Gareth Wynne

12. Endorsing representative's email address: gareth.wynne@nthwales.pnn.police.uk

13. For all entries from England & Wales please state which Government Office or Welsh Assembly Government your organisation is covered by e.g. GO East Midlands: WAG N.W Wales

**14. Please mark this box with an X 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 B: Summary of application - *In no more than 400 words use this space to provide a summary of your project under the stated headings (see guidance for more information).***

**Scanning:**

The North Anglesey district comprises of the port town of Holyhead and a large number of rural villages. Parts of the district are described by the Welsh assembly government as 'disadvantaged'. Whilst North Wales Police were performing well in terms of crime detection and reduction, public consultation revealed that victims of crime often felt let down by the after care of the police and other relevant partners. Little work was done to help victims from becoming repeat victims and reporting officers were frequently failing to update members of the public on the progression of investigations.

**Analysis:**

The extent of the problem was measured by extensive public consultation. Questionnaires were completed and victims of crime spoken to about their experiences. Time was spent identifying the underlying causes, it appeared that added pressure on response officers meant they had little time to spend dealing with victims past the early stages of investigating the crime, similarly, supervisors were frequently too busy to check that victims were being dealt with in a professional manner. A lack of communication between partner agencies served to exacerbate the problem.

**Response:**

The initial response was to look at how initial contact by the police could be improved, a system of reassurance visits, conducted by Police Community Support Officers (PCSO's), aligned to the Neighbourhood Policing team, was devised. PCSO's began to visit the victim of every crime reported (some exceptions apply). They provide full crime security packs. Secondly, communication between key partners was improved. Funding, sourced through the council's Community Safety Unit paid for security items which are provided to victims at no cost. North Wales Fire Service work alongside the PCSO's and use the visits as a tool to identify vulnerable members of the community. A full media strategy was also employed.

**Assessment:**

The feedback from victims of crime to the visits has been overwhelming. At this time it is difficult to provide quantitative data as to the benefits of the project. Nationally 24% of people believe that they will become victims of crime within the next twelve months, the current figure for North Anglesey is 11%. Follow up questionnaires revealed that the visits made victims feel that their crimes were being treated more seriously than they expected them to be. Partnership working has improved in all aspects. An improved working relationship between PCSO's and response officers has also been identified.

State number of words: 390

**Section C: Description of project - Describe the project in no more than 4,000 words. Please refer to the full guidance for more information on what the description should cover, in particular section 11.**

**Scanning:**

The North Anglesey district comprises of the port town of Holyhead and a number of rural villages. It has a population of approximately 25,000 people. Parts of the district are among the most deprived in the country. The Welsh Assembly government has also designated a number of 'disadvantaged' wards within Holyhead as Communities First areas. North Anglesey lies within the Western division of the North Wales police area, which has the highest detection rate of any other district (BCU) within England and Wales. It is also enjoying significant success in crime reduction. Despite this, a series of public consultation meetings revealed that victims of crime frequently felt let down by the level of after care provided by the police and partner agencies and there was a perception that once they had become the victim of a crime they were highly likely of becoming a victim again in the near future.

This had resulted in –

- A loss of faith in the police service and partner agencies
- A detrimental effect on the quality of the victims lives
- An increase in the number of complaints made against the police

Further research carried out with persons who had had cause to report crimes revealed that reporting officers were failing to update victims on the progression of investigations. It was not uncommon for a crime to be dealt with and filed without the aggrieved person knowing anything about the outcome. An examination of the relevant occurrence recording system (RMS) revealed that the problem had been occurring for at least eighteen months. There was no evidence of any work being carried out to reassure victims that, statistically, it was highly unlikely that they would become victims of crime again. Neither were the police effectively advertising how safe the district was. It was also clear at an early stage that there was a noticeable lack of communication between partner agencies, including the police, North Wales Fire Service, Anglesey County Council and Communities First ( A programme designed to help local people play in active role in shaping their communities ). This appeared to be hampering early identification of vulnerable members of the community. It was decided at this stage to develop broad goals that the project would aim to achieve, most notably to increase victim reassurance through a multi-agency approach. An action plan, following the SMART ( Specific, Measurable, Achievable, Realistic, Timeline ) process was devised to assist in the projects implementation.

**Analysis:**

The analysis began with a thorough investigation to identify how the problem could be broken down into more detail. The problem analysis Triangle (PAT) was considered but didn't really fit the issue in hand. As a result the SMART action plan remained at the forefront during the analysis stage.

We identified the following issues which required in-depth analysis–

- Why were reporting officers continuously failing to provide an appropriate level of service post initial contact?
- What measures were presently in place to deal with the problem, which had been evident for some time?
- Why did victims of crime fear that they would again be targeted despite the reduction in recorded crime within the district?
- Why weren't the victims of crime being updated as to the progression of the investigation by reporting officers?
- Why weren't partner agencies working together efficiently to reassure victims of crime and to provide suitable after-care?
- Why was communication between key partners lacking?
- What services were available from partner agencies to assist victims of crime?

We also identified relevant data that could assist in this stage –

- What could partner agencies 'bring to the table'?
- What % of victims became victims again in the following twelve months?
- What % of victims could readily access their local community police officer or PcsO?

Research conducted with response officers within the district identified that, in many cases, their workloads were such that they did not have time to re-visit victims of crime. The problem was exacerbated during the summer months due to an influx of tourists, resulting in an increase in incidents and during periods of prolonged absences. An examination of the force's occurrence recording system (RMS) did back up this argument.

The measures in place to deal with the problem comprised of supervisory intervention and a tick box on the RMS system to confirm that the victim had been updated. It was clear from speaking to supervisors that they were too busy at times to check that the victim had been dealt with appropriately. The tick box, although useful, did not evidence that any meaningful update had been fed back.

We then analysed why victims feared becoming repeat victims. Interviews with them suggested that reporting officers were not communicating to them just how safe the area was. When provided with the relevant statistics they were surprised at the levels achieved in crime reduction.

Although North Wales Police was carrying out a lot of work to advertise the reduction in crime rates it was not district specific and it appeared that the public were not identifying how this reduction was benefiting their community. Neither did it appear that specific and effective crime prevention advice was being given.

The next step was to identify why partner agencies were not working together as effectively as possible.

The initial problem identified was that the council's Community Safety Unit was based in the administrative centre of the island and some sixteen miles away from Holyhead. No facilities were available for the police at the council headquarters and likewise none were available for members of the council should they visit Holyhead. The same problem extended to a number of other agencies – including the Fire Service and Gofal a Thrwsio Mon.

It was also clear that there was a lack of understanding of the services each partner agency were able to provide. The Neighbourhood policing team within the district had recently been expanded by a number of PCSO's, this had not been advertised to partner agencies and they were not aware of the extra capability we had. Likewise, because we hadn't asked the Community Safety Unit they had not told us about potential funding streams for suitable projects.

The Fire Service had an ongoing project to reach vulnerable members of the community but neither agency had considered the avenue of working together with a joint aim. Discussion with Communities First also revealed that they had a common interest but no joint working had been formalised.

It also became apparent that the police were considered difficult to access, particularly the Neighbourhood policing Team, who were not in possession of mobile phones.

Research revealed that through closer working there would be funds available to purchase crime prevention equipment which could be supplied to victims of crime.

Collecting quantitative data in relation to victims proved difficult. The crime surveys being conducted did not specify how many victims of crime feared that they would become victims again in the following twelve months, the only thing we could be sure of was that through talking to people it was a very real and re-occurring issue. We were able to review how many repeat victims we had within the district – 123 over the previous twelve months ( Including businesses ). Neither were we able to identify how many victims had not been provided with updates and suitable after care.

A survey of 300 people revealed that 50% of those questioned were aware of how to contact their local police officer or PCSO. This did not relate specifically to victims of crime but gave us a fairly accurate reflection. This suggested that approximately half of victims would not know how to contact their local police officer should they require any further help.

It was also identified that little or no training had been given to PCSO's in providing suitable and effective crime prevention advice.

### **Response:**

The response phase commenced with a number of meetings between members of the neighbourhood policing team and representatives of partner agencies, namely the Fire Service, Anglesey County Council, Communities First and Gofal A

Thrsio Mon. The purpose of these early meetings was to establish robust lines of communication and to find out exactly what service each partner could provide.

Time was spent consulting victims of crime to ascertain what would have improved the level of service provided to them by both the police and partner agencies.

Research was carried out into whether our 'family' of similar Basic command Unit's (BCU's) were experiencing similar problems and if so, what were they doing to address it? No evidence could be found that there was anything in place.

A number of brainstorming issues identified two realistic ways to respond to the problem –

- Utilising the systems in place at the time with a more intrusive level of supervision.
- Victim reassurance visits carried out by PCSO's, aligned to the Neighbourhood Policing Team.

The first solution was thoroughly examined but due to the heavy workloads placed on supervisors there did not appear to be an effective way of monitoring the level of after care provided by response officers, let alone the input provided by partner agencies.

The planned response was to put in place a system whereby PCSO's provided follow up, reassurance visits to the victims of all crimes reported, except sexual offences most domestic incidents. The visits would be allocated on a daily basis by the NPT Sergeant.

Following the decision to implement the scheme a full response plan was formulated, clearly identifying responsible partners, with clear and specific objectives.

Internal training was provided to the PCSO's and full guidance provided as to what was expected from their visits. They were given additional training on how to deliver effective crime prevention advice.

Further training was also required in relation to the force occurrence management database, this enabled the PCSO's to record full details of the visits and to also identify updates which should be passed to the victim, for example arrests, bail conditions imposed or property recovered.

Each victim is provided with a crime prevention pack, which includes full contact details for relevant partners who are able to provide such services as target hardening, for example –

- Gofal a Thrsio Mon provide a scheme whereby residents within the district can have security equipment supplied and fitted in an effort to reduce the risk of them becoming repeat victims of crime, and also to reduce people's fear of crime. The equipment is provided free of charge. The PCSO's have direct contact with 'Gofal' and will refer suitable cases directly.
- The visits are also used to identify vulnerable members of the public who can benefit from free fire safety checks and equipment supplied by the North Wales Fire Service. Again, PCSO's will refer suitable cases.

One of the problems raised during the analysis stage was that the police were seen as difficult to access. The development of this scheme coincided with a roll out of new 'blackberry' devices across the force. These have both mobile phone and e-mail functions. Priority in issuing the devices was given to the Neighbourhood Policing team, this resulted in a widespread circulation of full contact details.

During the visits the victim is given a letter which includes a photo of their PCSO, full contact details which include a direct mobile and landline phone number and a specific e-mail address, the crime reference number and the reporting officers full contact details.

Funding secured through the Community Safety Unit and the Police and Community Trust (PACT) enabled us to purchase a large quantity of appropriate security equipment. For example, approved bike locks, safe cans, shed alarms and personal attack alarms. All of this equipment is easily accessible by the PCSO's and is issued to victims of relevant crimes or if it identified during the visit that additional target hardening is required to avoid them becoming repeat victims.

In circumstances where the crime will be filed following an initial report, for example an undetected offence of damage to a wing mirror the PCSO will conduct one visit and will phone them to confirm the outcome of the investigation. In the case of protracted enquiries the PCSO will maintain fortnightly contact.

To supplement the launch of the scheme a full media strategy was employed. This resulted in widespread media coverage in local media and on the North Wales Police website. Extensive work was also carried out to advertise the successes being achieved in crime reduction and also how safe the area is, as evidenced by the low crime rate.

Evaluation at the six month point identified that the scheme was running efficiently. The initial outlay on crime prevention equipment cost £1200. We were fortunate that the force were already in the process of providing suitable technology in terms of 'blackberries'.

There was an initial extra demand on all partner agencies during the setting up process, particularly for members of the Neighbourhood Policing team, this quickly abated however. The scheme runs efficiently through effective leadership from a single point of contact from each agency. Expert advice was required from agencies, such as the Fire Service to ensure that the PCSO's were able to identify and refer suitable members of the public who had been victims of crime and could be considered to be vulnerable members of the public.

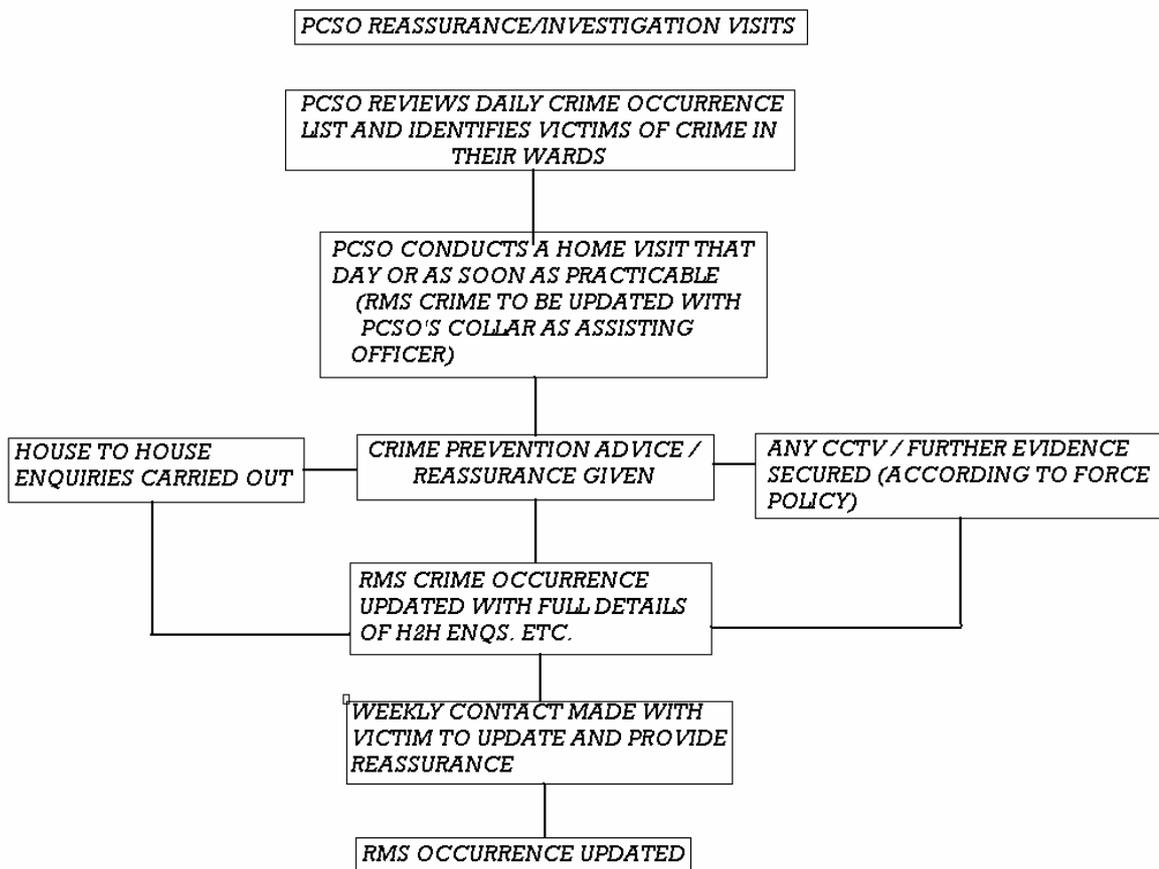
We were fortunate in that our partners were enthusiastic and motivated to join the project, for a number it assisted in their own community engagement plan and made them more visible to a wider proportion of the population.

Initial problems encountered were mainly in relation to allocating the visits and ensuring that the PCSO's were complying with their instructions. This was rectified by liaising with the Occurrence Management Unit who are able to monitor inputs provided by PCSO's on recorded crimes through a simple form of software. The visits are also now subject to the Neighbourhood Policing Teams three monthly performance review.

Effective processes are in place and no risks to the future of the scheme have been identified at this time.

The scheme was brought to the attention of the National Police Improvement Agency (NPIA) during a recent visit, their feedback to it was extremely positive. Indeed, the scheme has now been spread across the Force area as good practice.

The flow diagram shown below was created as an aide-memoir for PCSO's conducting reassurance visits -



NORTH ANGLESEY DISTRICT 2007

## **Assessment:**

The scheme has now been running, within the district, for a period of seven months. The feedback provided is that it has been an overwhelming success.

Consultation with victims of crime has revealed that they are positively surprised as to the response provided by all of the agencies involved in the scheme. Indeed, PCSO's have received letters of thanks for the manner in which they have provided reassurance, updates and advice.

Through effective crime prevention advice and target hardening the scheme has helped to achieve a 18.5% decrease in recorded crime within the district -

Crimes recorded 2006/07 – 2287

Crimes recorded 2007/08 - 1865

Due to the type of problem which the scheme tackled it has been difficult to obtain accurate quantitative data against which to measure its success. However we were able to obtain the following statistics ( 300 persons surveyed ) –

- Whilst nationally 24% of people worry they will become victims of crime within the next twelve months the figure stands at only 11% for the North Anglesey district.
- 83% of people within the district think it is unlikely that they will be a victim of crime.
- 65% of people questioned within the district also feel that the police and council are working effectively to produce a better quality of life in the area.

There has also been a decrease in the number of complaints made against the police within the district, many of which were complaints that they had not been updated by reporting officers.

Due to improved lines of communications between various partners further projects have now been commenced. A higher level of trust and confidence in partner agencies has been noted.

Feedback from the PCSO's has also been extremely positive. The visits have been invaluable in them being able to immerse themselves in their local communities. It has also made it much easier for them to identify repeat victims, or vulnerable persons, at an extremely early stage. As a result the NPT are now able to monitor and manage such groups in a more effective manner.

The unexpected successes have also included a closer working relationship between PCSO's and response police officers. During the period prior to the scheme there was little communication between each other and little understanding of what each other did. The visits have necessitated closer working practises.

Feedback from the response officers is also positive. They still have a duty to liaise with the victim but are supported by the PCSO's who have time to carry out the essential after care and reassurance. The project identified a specific problem at an early stage and the processes put in place to deal with the underlying problems have succeeded in achieving its aims.

**State number of words used: 2831**

**Section D: Endorsement by Senior Representative - Please insert letter from endorsing representative, this will not count towards your word or 1MB size limit restrictions.**

I am Superintendent Gareth Wynne and have responsibility for Neighbourhood Policing within the Western BCU of North Wales Police.

I fully endorse the success of this scheme as described within the application, so much so the reassurance visits have been extended across the entire North Wales Police area. The initiative not only provides reassurance to victims, but also ensures that expectations between police and victims are agreed and met. It has also assisted in developing local knowledge and community intelligence amongst PCSOs, identifying repeat victims, and contributed significantly to improving the working relationship between response officers and neighbourhood policing teams.

The positive outcomes of this practice has far exceeded initial expectations, and has been circulated by the NPIA Neighbourhood Policing Team as national good practice.

G.Wynne

**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 e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

Once you are satisfied that you have completed your application form in full please email it to [Tilleyawards08@homeoffice.gsi.gov.uk](mailto:Tilleyawards08@homeoffice.gsi.gov.uk). One hard copy must also be posted to Alex Blackwell at Home Office, Effective Practice & Communication Team, 4th Floor, Fry Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF and be received by 25<sup>th</sup> April 2008.