

Problem Solving, Police Legitimacy and *Opening Doors.*

Submission by

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Summary

Scanning.

Knife crime remains a major problem both in the UK more generally and across GMP in particular.

Scanning of police data indicated that there was a problem with knife enabled robbery at Bryn Walk and Dingle Walk in the Halliwell area of Bolton. *The Walks* were being used as a short cut home by young males frequenting the night-time economy (NTE) in the town centre. Intelligence suggested that a group of males were congregating in The Walks and waiting for suitable crime targets to appear. Whilst residents were aware of the robbery problem most were reluctant to engage with the police.

Analysis.

The Walks is a residential area consisting of 38 social rented properties comprised of ground and first floor flats. There is a complex demographic of residents many of whom do not have English as their first language. To better understand the problem, data was collected in respect of victims and offenders and an environmental audit was undertaken. Residents expressed concerns over a number of associated harms and the fear of crime was palpable. Analysis showed that during the period 01/09/2019 - 31/08/2020, 36 crimes were reported to the police, of these, 25 related to personal robbery and violence.

Response.

Informed by research and problem analysis, and following a successful funding application by *Bolton at Home*, a number of environmental improvements were implemented in The Walks to deter offenders by modifying the conditions for crime.

These included an upgrade to street lighting, a tree management programme, external property maintenance, car park repairs and signage. A Public Space Protection Order (PSPO) was also obtained and a new fence and alley-gate scheme were implemented.

Residents were provided with Crimestoppers information to improve reporting and community confidence.

Assessment.

Baseline crime data was compared for the 12 month periods before and after the environmental improvements to The Walks. The data demonstrated a 41.7% reduction in all crime types (36/21) and a 72% reduction in robbery and violence (25/7). The most significant reductions were seen following the installation of the fence and gate. These reductions were sustained, with an 83% reduction in all crimes during the most recent 12 month period from 01/03/23 to 29/02/24.

Temporal analysis demonstrated that we had disrupted offending behaviour, and financial cost benefit analysis showed that we had achieved significant reductions in policing and associated costs.

Qualitative data regarding police legitimacy was gathered through residents' surveys and a final video interview.

Project Submission

Scanning.

History and Context.

Initial scanning revealed a history of knife-enabled robberies in the immediate vicinity of Bryn Walk and Dingle Walk in Halliwell, Bolton.

The Walks stand at the edge of a larger residential housing estate which is owned by the local authority and managed by Bolton at Home. The town centre stands immediately to the south and is only a short walk across the A673 Topp Way (Appendix A: Figure 1 & Image 1).

The robberies first came to the notice of the Neighbourhood Policing Team (NPT) in September 2019. The NPT were also aware of drug misuse in the area, and drug paraphernalia was routinely found in and around The Walks.

The area was known to be frequented by a group of black males who gathered in the secluded area at the end of Bryn Walk where they engaged in drug misuse and offences of robbery.

There was a similar problem with knife-point robberies taking place in Bolton town centre and some suggestion of displacement onto The Walks when Operation Barter was developed to address this. Operation Barter ran from January to August 2020 with a number of arrests made for town centre robberies.

Baseline Data.

In order to determine the scale of the robbery problem, baseline police recorded crime data was obtained for the 12 month period prior to any problem solving activity taking place on The Walks.

This included the 8 month period when Operation Barter was active in the town centre in order to consider any displacement of crime or diffusion of benefits to the Walks.

During the period 01/09/19 – 31/08/20, 36 crimes were reported on The Walks (Appendix A: Figure 2).

In view of the recorded crime data, and some concerns around under-reporting, the NPT conducted a street surgery on The Walks on the 24th September 2020. The aims of the surgery were to engage with residents and to better understand the offending behaviour, crime drivers and associated harms.

The surgery revealed a number of harms, with residents:

- 🔵 Being harassed for money.
- 🔵 Aware of drug misuse & paraphernalia on The Walks.
- 🔵 Aware of fighting late at night.
- 🔵 Afraid to use 'the path at the back'.
- 🔵 Aware of black males causing problems and recently assaulting a white male.
- 🔵 Concerned about poor lighting levels and an absence of CCTV.

Residents were afraid to let their children out alone and they did not go out after dark. This effectively gave The Walks over to the males during the hours of darkness and prevented any opportunities for natural surveillance or deterrence. Fear of crime was high, police legitimacy was undermined, and residents were experiencing a range of associated harms.

As a result of the scanning phase, a combination of quantitative and qualitative data confirmed that the robbery problem on The Walks met the key elements of the CHEERS problem identification model [Community, Harm, Expect, Events, Recurring, Similar] (Clarke and Eck, 2003) and problem-solving activity progressed to the analysis phase.

Analysis.

Monk, Heinonen and Eck (2010) state that “street robbery is a major source of fear among the public. They consider that street robbery is an especially fear-inducing crime because of the context in which it is likely to occur - during the course of someone's routine activities”.

Routine Activity Theory was therefore used as the basis for the problem-solving activity. This provided an opportunistic theory of crime stating that for a crime to occur, a motivated offender and a suitable target must come together in a specific location without an effective guardian (Cohen and Felson, 1979).

The Problem Analysis Triangle provided a structured means of examining the features of the victims, offenders and location in order to better understand the offending behaviour, crime drivers and associated harms (Appendix A: Figure 3).

This model is commonly used to support the problem solving model SARA (scanning, analysis, response and assessment). SARA provides a framework for uncovering the complex mechanisms at play in crime problems and for developing tailor-made interventions to address the underlying conditions that cause them ([Eck and Spelman, 1987](#)). SARA is not a linear model as can be seen in Appendix A: Figure 4.

Quantitative Analysis:

Analysis of police recorded crime data for the 12 month period 01/09/19 - 31/08/20 showed that offences on The Walks occurred every day of the week with peaks experienced on Tuesday and Saturday. This suggested that crimes were evenly distributed throughout the week and not all were connected to the NTE as originally believed (Appendix A: Figure 5).

Many of the crimes were committed between 15:00-03:00, with peak offending times being 15:00-16:00, 20:00-21:00 and 02:00-03:00.

Whilst many of the crimes aligned with the NTE, a late afternoon spike suggested that that not all offences were linked (Appendix A: Figure 6).

Victims.

Twenty-one victims were female (58%), 14 were male, and 1 victim had no gender recorded. Victims were aged between 25-34 years, with 25 being the most frequent age.

As a caveat to the data, domestic disputes accounted for 10 crimes including strangulation, the threat of arson and racially motivated harassment. This accounted for the high rate of female victims.

The main items stolen were mobile telephones and cash. A paramedics rucksack was stolen on one occasion. These items are consistent with Clarke's CRAVED model which explains why targets are attractive to criminals (Clarke, 1999).

Offenders.

A knife was the most frequently used weapon. This accounted for 7 crimes, with injury being inflicted in 2 cases. A paving stone, screwdriver and possibly a firearm (not discharged) were also used. The most common method used was punching which accounted for 8 crimes.

Location.

Informed by the crime data and street surgery, an environmental audit took place on The Walks on 30th September 2020. Representatives attended from Bolton at Home, Bolton Community Safety Unit, the Police Crime Prevention Team (CPT) and the NPT.

The aim of the audit was to identify any aspects of the built environment which were creating the opportunities for robberies to be committed. A number of contributing factors were identified:

Approach and Street Scene

To the front of The Walks there was an empty property with steel cladding to the windows and doors. This property had stood empty for over twelve months. There was also a residents car park with a damaged wall and an amount of litter. The car park did not have any signage or surface markings. Residents did not use the car park due to the poor-quality surface. These features were considered detrimental to the amenity (Appendix A: Image 2).

Adjacent to the car park there was a set of steps leading to Bryn Walk. The steps were surrounded by detritus and an amount of litter. There was also an abandoned road works sign and the area appeared neglected (Appendix A: Image 3).

The vacant property, car park and steps combined to create a negative impression when approaching The Walks and there was a need to develop a more attractive street scene and public realm.

The Walks

Property consisted of rented accommodation in the form of 38 ground and first floor flats. The Walks were very narrow, there was limited defensible space to the front of each property, and no clear definition between semi-private and public space. Natural surveillance was restricted by design features such as recessed building lines and small window apertures. As this was the main thoroughfare the design effectively channelled suitable targets into an environment which was conducive to robbery (Appendix A: Image 4).

Ambiguous Space

According to Monk, Heinonen and Eck (2010) street robberies occur when motivated offenders encounter suitable victims in an environment that facilitates robbery, and a street robbery problem emerges when victims repeatedly encounter offenders in the same area. One such area of ambiguous space was known as 'the path at the back'. This linked The Walks together and acted as a short cut into the main estate. This area combined a sufficient number of crime targets, with insufficient guardians to present any risk of detection. Monk, Heinonen and Eck describe this as 'The Robbery Zone' (Appendix A: Figure 7 'Pedestrian Density and street Robberies'). By considering the close proximity of the town centre and NTE (Zone A) to 'the path at the back' (Zone B) we can demonstrate how the logistics of the problem support this theory.

Appendix A: Image 5 shows the path which has a raised grass bank to the left-hand side. There are overgrown trees, seating in the form of a retaining wall and hooped chicane barriers, and a gable end property without any window aperture. Lighting in this area was poor, and the main lighting column was obscured by the tree crowns.

Property Maintenance

Broken Window Theory (Wilson and Kelling, 1982) uses 'broken windows' as a metaphor to suggest that low-level disorder must be tackled quickly to prevent any escalation. If not tackled, more serious offenders may take advantage of the opportunities for crime, whilst residents become increasingly worried about crime and isolate themselves.

Properties on The Walks were in need of remedial works. Wooden fences and gates were broken or missing, meter cupboards were damaged, and there were small amounts of graffiti and fly-tipping (Appendix A: Image 6).

Through scanning and analysis the underlying conditions for crime were identified and a tailor-made response was developed. A number of environmental improvements were considered to be the best way to reduce robbery, and to improve police legitimacy.

Response.

Routine Activity Theory and the application of guardians, handlers, and managers to the victim, offender and location guided the response. By engaging with key stakeholders in the local authority and social housing sector the appropriate super-controllers were introduced to remove any legal, environmental, or financial blockages. Appendix A: Figure 8 shows demonstrates how these measures were applied to the problem (Rana, 1991 & Rana and Eck, 2008).

The response focussed on the findings of the environmental audit and combined The 25 Techniques of Situational Prevention to create an environment which was less conducive to crime (Cornish and Clarke, 2003).

Funding was secured by Bolton at Home and the majority of environmental improvements were completed between March and August 2021.

An application was submitted for a PSPO and the improvements were completed in September 2022 when this was approved.

Whilst the funding application and PSPO were being considered residents were provided with Crimestoppers material to improve reporting and community confidence.

The environmental audit had further recommended that the local authority town-centre CCTV system be extended to cover The Walks but this was considered cost prohibitive at the time.

However, the environmental improvements described below would provide the ideal platform for a monitored CCTV system, and super-controllers are already engaged and committed should funds become available.

Approach and Street Scene

The vacant property on Dingle Walk was restored and re-let as a tenanted property. This extended guardianship over the property and increased natural surveillance across the residents' car park (Appendix A: Image 7).

The residents' car park was resurfaced and marked parking bays were introduced. The retaining wall was jet-washed and all damaged sections were repaired. All litter was removed and the car park was

brought back into legitimate use. By adopting the principles of defensible space design (Newman, 1972), guardianship was extended and there was an increased risk to offenders (Appendix A: Image 8).

Signage was introduced to Bryn Walk. The signage clearly identified the address of the property providing a sense of place, ownership and territoriality. Signage further established rule setting around car parking and fly-tipping to assist with compliance (Appendix A: Image 9).

Detritus and litter were removed from the steps leading to Bryn Walk and a stepped wall and flagged area were introduced. This created an aesthetic approach to the properties and improved the image and milieu (Appendix A: Image 10). By adopting the principles of environmental design, residents' feelings of territoriality were extended into the public space around their homes (Newman, 1972).

The Walks

Fencing along The Walks was replaced, graffiti and fly-tipping were removed and meter cupboards were repaired. A combination of fencing types were chosen. Wooden panel fencing provided a balance of privacy and visibility for residents, whilst low level railings were used to encourage community interaction and wellbeing (Appendix A: Images 11 & 12).

Ambiguous Space

1. Tree Crowns.

The only notable work that measures Crime Prevention Through Environmental Design (CPTED) (Jeffrey, 1974) was conducted by Minnery and Lim in 2005. The College of Policing recognise that the evidence is lacking around CPTED but acknowledge that it works best as part of a multi-component programme.

As an integral part of the process, tree crowns were lifted to maximise the potential of the new LED lights and to improve natural surveillance. Lifting the tree crowns also meant that branches could not be used to climb over the fence (Appendix A: Image 13).

2. Lighting.

The College of Policing What Works Centre for Crime Reduction provides very strong evidence across 13 studies that both violent and property crime was reduced by an average of 21% in areas with improved street lighting when compared to those areas without. None of the studies had a significant backfire effect. Nine of the studies related to violent crime only and an average of 9 fewer crimes were committed where street lighting was improved (Welsh and Farrington, 2008).

Considering this evidence base, lighting was upgraded and two new lighting columns were introduced. The flood-lights to the grassed area were replaced with LED units. These provided an even lighting level and combined efficiency with a good standard of colour rendering. This increased the risk to offenders by reducing anonymity and making it easier to describe any distinctive clothing (Appendix A: Image 13).

3. Fence and Gate.

The College of Policing What Works Centre also provides very strong evidence from 43 studies that alleygating can reduce crime. Offenders are deflected as alleygating reduces the attractiveness of the area and removes it from their activity space (Sidebottom, et al., 2015).

Following the successful application for a PSPO, a two-metre-high weld-mesh panel fence line was erected along the raised area adjacent to Topp Way. The fence line returned to the rear of Downhall Green where an alley-gate was erected to close the footpath.

In controlling access to the rear of The Walks the fence line deflected offenders by increasing the effort required to offend and also reduced the benefits by removing crime targets (Appendix A: Images 13 & 14).

4. Litter and Drugs Paraphernalia.

In considering Broken Window Theory (Wilson and Kelling, 1982) areas of ambiguous space around The Walks were cleared of litter and drugs paraphernalia. Where trees were overgrown they were removed or had their crowns lifted and thinned. By adopting the principles of defensible space,

guardianship and territoriality were extended, offenders were exposed and the risks associated with offending were increased (Appendix A: Image 15).

Property Maintenance

In considering the principles of Defensible Space (Newman, 1972) recessed doorways benefitted from low level fences and gates to encourage community interaction. Signs of territoriality emerged, with one resident laying a section of artificial grass in the defensible space outside his front (Appendix A: Image 16).

The environmental improvements were completed in September 2022 and a maintenance programme was put in place.

Assessment.

Assessment of the response used both quantitative and qualitative data gathered before, during and after the environmental improvements.

Using the environmental improvements as the independent variable, and the number of crimes committed as the dependent variable, it was possible to evaluate the impact of the environmental improvements on offending behaviour.

Quantitative Data.

Period 01/09/2019 - 31/08/2021

Statistically the number of knife-enabled robberies on The Walks was not high but it was sustained.

- 🔵 This would suggest that there was no displacement or diffusion of benefits from Operation Barter.

Period 01/09/2021 - 31/08/2022

When compared to the previous 12-month period, overall reported crime fell by 41.7% (15).

Personal robbery remained static with 3 offences reported. Violence with injury was reduced by 57.2% (7 to 3), and violence without injury was reduced by 83.4% (6 to 1). Possession of a weapon remained at zero, and no increases were noted.

- This would suggest that the environmental improvements had a positive impact on violent crime.

Period 01/09/2022 - 28/08/2023

The most significant decreases were seen following the completion of the PSPO, fence and alley-gate in September 2022. The 6 month period 01/09/2022 to 28/02/23 saw a reduction in all reported crime with the exception of stalking and harassment which was linked to domestic disputes.

- There were no reported robberies, no violence with injury, and again possession of a weapon remained at zero.

Appendix A: Table 1 provides further detail. This aligns the above data periods with the crimes committed and the problem-solving timeline.

When viewed in the wider context, the most significant reductions were achieved at a time when Greater Manchester as a whole experienced an increase in offences of personal robbery and theft from the person. During the 12 month period 23/03/2022 - 22/03/2023 personal robbery rose by 2.2% and theft from the person rose by 17.4%. During the last six months, the wider Halliwell area also featured as the sixth highest beat area for personal robbery (Source; GMP Neighbourhood Crime Data, April 2023).

In addition, data for the period 01/03/2023 – 29/02/2024 demonstrates an 83% reduction in all crime when compared to our baseline year (Appendix A: Table 2). These reductions have now been sustained over a 2-year period without any further interventions being put in place.

During this time there has been:

- No Robbery
- No Theft from the Person
- A reduction in all crime types
- No evidence of displacement

Temporal Analysis

During the period 01/09/2022 – 28/02/2023 there was a shift in offending behaviour when compared to baseline data (Appendix A: Figures 9 & 10):

- Crimes were no longer committed every day, the peak offending day was Wednesday, and no crimes were reported on Saturdays.

- Three reduced-risk times of day were noted, with the highest risk being 00:00 – 01:00 hrs.

Appendix A: Figure 11 demonstrates a shift in the average age of victims. These now ranged from 25-44 years, with the most frequent age being 36 years.

- This would suggest that offending behaviour had changed, and the opportunities for crime had been disrupted.

Cost Benefit Analysis - Fiscal Value.

The estimated financial savings across all crime types, based on the number of crimes prevented, are shown in Appendix A: Table 3. This demonstrates that the financial costs of policing The Walks in our baseline year were £283,250.

Appendix A: Table 4 shows the total local authority spend on environmental improvements, which came to £61,857.

Appendix A: Table 5 shows the estimated costs of policing The Walks in the 12-month period following the completion of all the environmental improvements.

The data demonstrates that for a total local authority spend of £61,857 this project saved £263,270 in policing costs when compared to our baseline year.

In addition, Appendix A: shows that the financial costs of policing The Walks in the 6-month period 01/09/23 – 29/02/2024 were just £17,280. This demonstrates that we are on target to save a further £200,000 in policing costs when compared to our baseline year.

(Source for financial calculations: Home Office, *The Economic and Social Costs of Crime*, 2018).

The evidence base indicates longer term sustainability and supports previous case studies around street lighting and alley-gating (Painter and Farrington, 2001) and (Sidebottom et al., 2015) respectively.

Qualitative Data.

Street Surgeries - 9th & 10th January 2023

All 38 properties were visited by the NPT and Thematic Coding was used to identify some key themes. The surgeries revealed increased feelings of safety, community confidence, and improvements in police legitimacy (Appendix A: Table 7).

Cost Benefit Analysis - Social Value.

A further residents' survey was completed at the end of August 2023. A number of residents engaged with the team to produce a video which detailed their experience of life on The Walks before and after the environmental improvements. This demonstrated improvements in wellbeing, environmental outcomes, feelings of increased safety, and police legitimacy.

Diffusion of Benefits.

The wider gains to society were a diffusion of benefits including:

- 🔵 A reduction in all crime types on The Walks with no displacement onto neighbouring police beats.
- 🔵 The restoration of police legitimacy as evidenced in the street survey and video recording.
- 🔵 An amount of underspend being used to improve the environment for 10 properties on nearby Billinge Close.

Findings.

The main objective was to reduce the number of robberies on The Walks. During the 2 year period following the completion of the environmental improvements no robberies were reported. This would indicate that reducing the opportunities for crime had a positive impact on offending behaviour.

Desired outcomes were identified as a better understanding of offending behaviour, crime drivers and associated harms. In part this has been achieved through the street surgeries, customer confidence survey, and video interviews.

Further work would be required to achieve the desired outcome around crime drivers, and some tertiary crime prevention work would need to be undertaken with the offenders (Brantingham and Faust, 1976).

Moderate reductions in all crime types were achieved by following the principles of CPTED (Jeffrey, 1974), but greater reductions were achieved when this was combined with the fence and alley-gate scheme. This would support the position held by The College of Policing that CPTED works best as part of a multi-component programme.

Operation Barter was always intended to address the problem of town centre robberies in the NTE. The disconnect between Operation Barter and subsequent problem-solving activity on The Walks made it difficult to understand any displacement of crime or diffusion of benefits caused by the Operation. Closer alignment of operational policing and problem-solving activity would have helped to control for the effects of this.

Sustainability.

The PSPO required that a gate be erected across the footpath. Whilst this did not conform to the original security specifications, the gate does increase the risks to opportunistic offenders.

Supported by the growing evidence base, an application to extend the PSPO was approved in

October 2023. This will remain in place for a period of 3 years at which time a renewal will again be sought.

It was not possible to remove the retaining wall and hooped chicane barriers on 'the path at the back'. However, the new fence and alley-gate enclose these structures and mitigate the current risk. Future problem-solving activity may need to revisit this area.

Residents have been provided with contact details to help them report repairs, antisocial behaviour and fly-tipping. The NPT will continue to scan crime data with a view to the early identification of problems. They will monitor the area and continue to engage with residents and partners in a 'business as usual' approach.

Quantitative analysis and video interviews with residents have demonstrated reductions in all crime types, and an increase in police legitimacy and wellbeing. We will continue to scan for returning or emerging problems; our next evaluation period falls due at the end of August 2024.

Based on our findings, we will use the SARA model and work in partnership to determine the nature of any future problem-solving activity.

References.

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Newman, O. (1972) *Defensible Space: Crime Prevention Through Urban Design*. (New York: The MacMillan Company).

Appendices.

Appendix A.

Scanning:

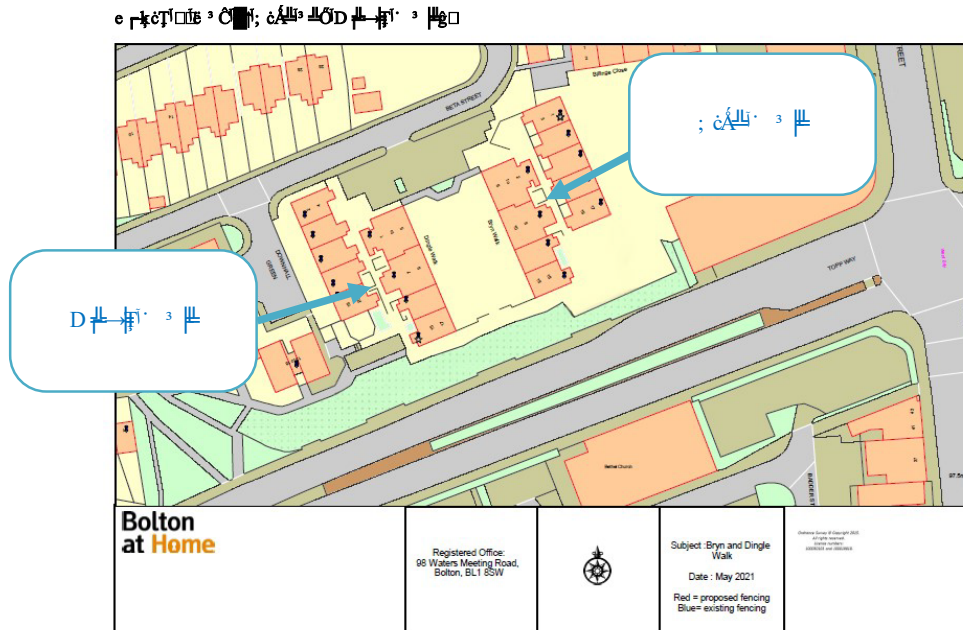


Figure 1: Map of Bryn and Dingle Walks.



Image 1: Aerial View of Bryn and Dingle Walks

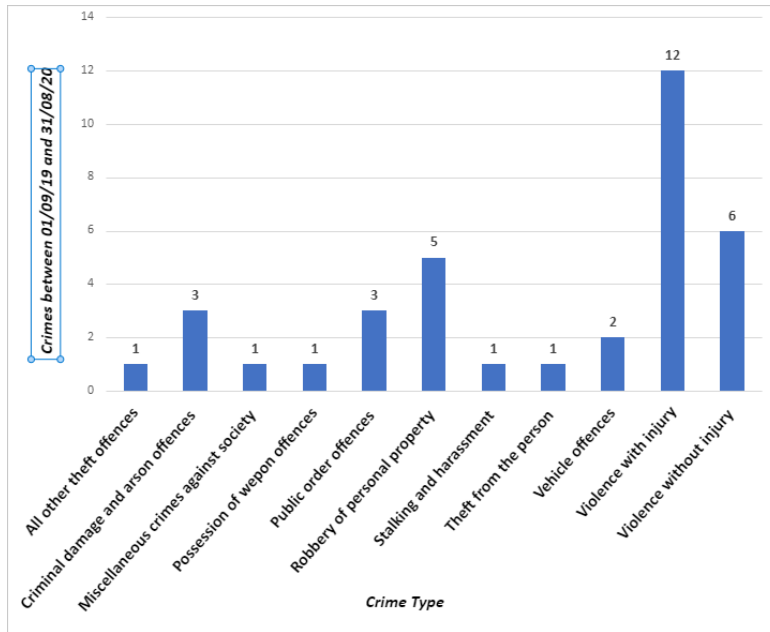


Figure 2: Crimes Reported on The Walks.

Analysis:

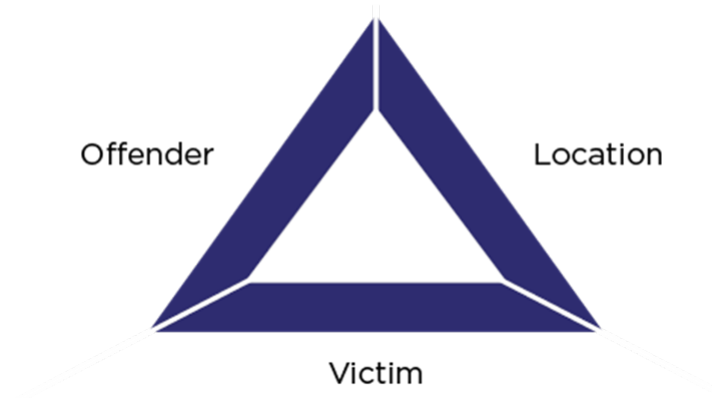


Figure 3: The Problem Analysis Triangle.

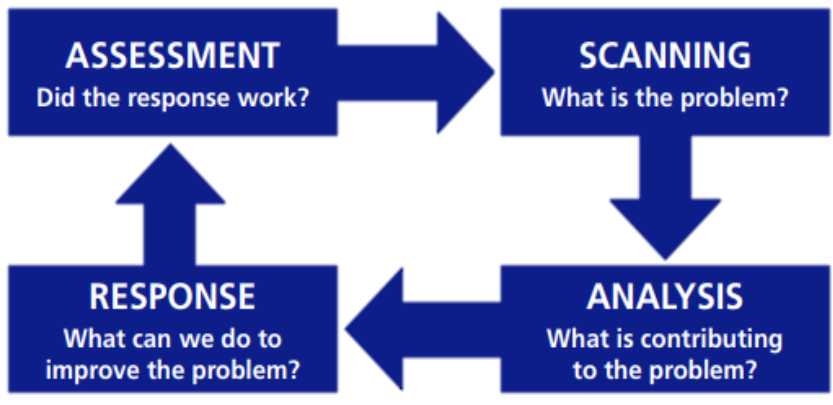


Figure 4: The SARA Problem Solving Model.

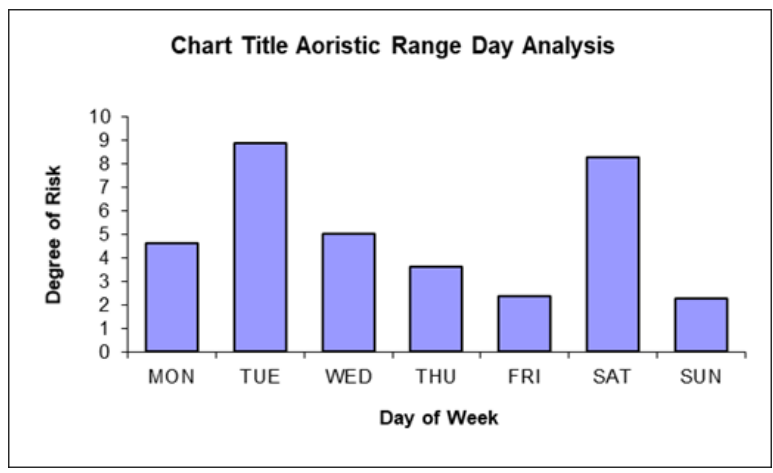


Figure 5: Temporal Analysis of Crimes on The Walks (Day of Week).

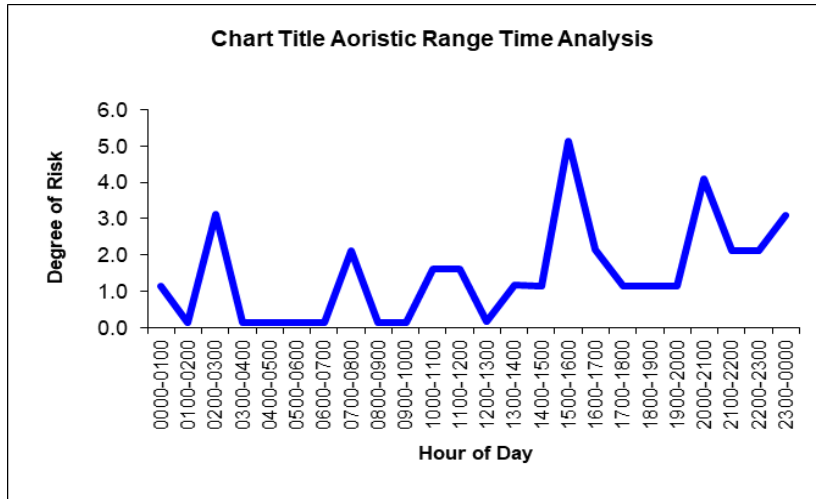


Figure 6: Temporal Analysis of Crimes On The Walks (Time of Day).



Image 2: Empty Property and Car Park on Dingle Walk.



Image 3: Steps Leading to Bryn Walk.



Image 4: Narrow Walkway on Bryn Walk.

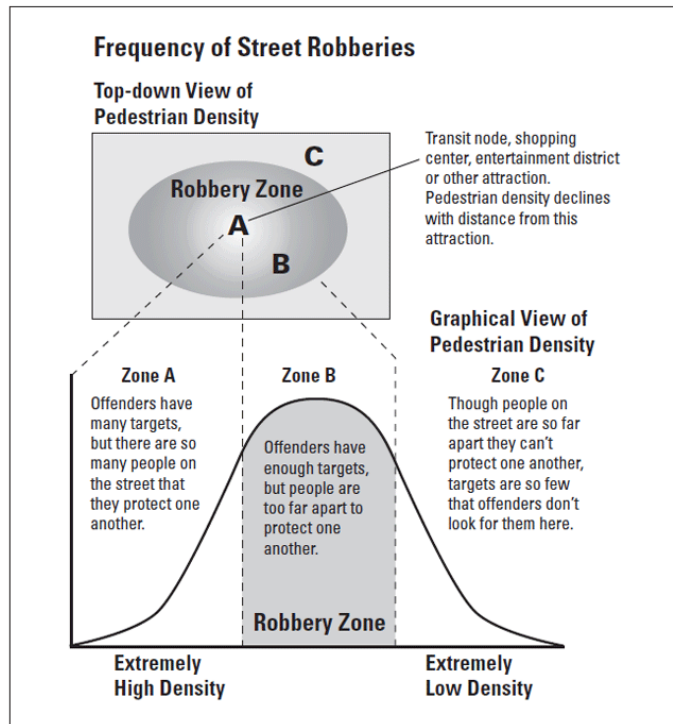


Figure 7: Pedestrian Density and Street Robberies.



Image 5: Ambiguous Space at the Rear of The Walks.



Image 6: Front Aspect of a Property Bryn Walk.

Response:

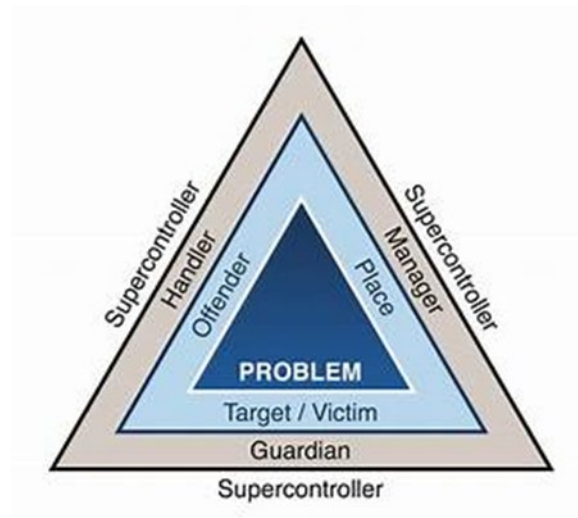


Figure 8: Enhanced Model of the Problem Analysis Triangle.



Image 7: 2, Dingle Walk Restored and Tenanted.



Image 8: Resurfaced Car Park with Section of Repaired Wall.



Image 9: Signage on Gable End of Bryn Walk.



Image 10: Steps Leading to Bryn Walk.



Image 11: New Fence Lines on The Walks.



Image 12: New Fence Lines on The Walks.



Image 13: Fence Line Set in Trees, Lifted Tree Crowns and Upgraded Lighting.



Image 14: Alley-Gate Closing 'The Path at the back'.



Image 15: Improvements to Ambiguous Space.

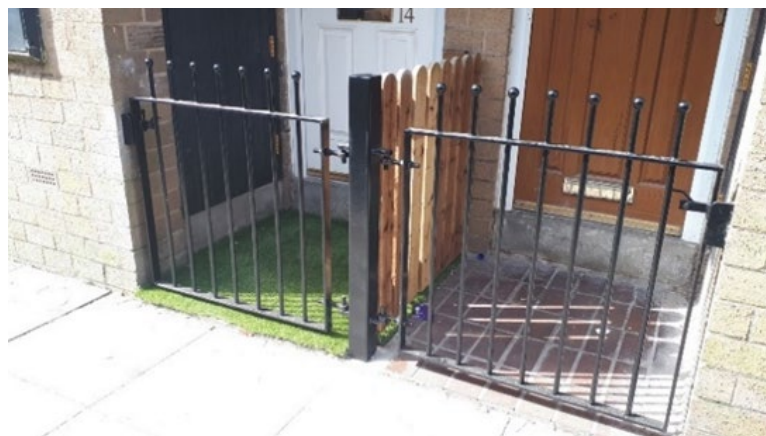


Image 16: New Fence and Gates with Artificial Grass.

Assessment:

Timeline		Op Barter Jan - Aug	Environmental Improvements Mar - Aug	PSPO Process & Monitoring	PSPO, Fence and Gate Sept
		01/09/19 – 31/08/20	01/09/20 – 31/08/21	01/09/21 – 31/08/22	01/09/22 – 28/02/23
	All other theft offences	1	2	1	0
	Criminal damage and arson	3	3	3	1
	Miscellaneous crimes	1	2	0	0
	Other sexual offences	0	1	0	0
	Public order offences	3	6	5	0
	Residential burglary	0	3	2	1
	Robbery of personal property	5	3	3	0
	Theft from the person	1	0	0	0
	Stalking and harassment	1	3	1	3
	Violence with injury	12	7	3	0
	Violence without injury	6	6	1	1
	Vehicle Offences	2	0	2	0
	Possession of a Weapon	1	0	0	0
	Total	36	36	21	6

Table 1: Problem Solving Timeline and Crime Data for The Walks.

12 Month Period (01/03/2023 – 29/02/2024)
Violence with Injury (1) Not Gang Related
Violence without Injury (2)
Public Order Incidents (2)
Burglary (1)

Table 2: Crimes Reported in the Most Recent 12 Months period.

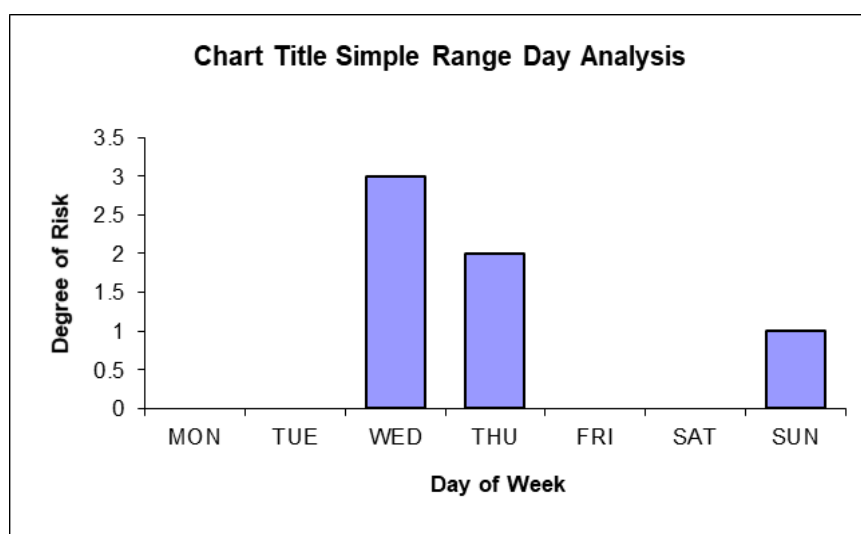


Figure 9: Temporal Analysis of Crimes on The Walks (Day of Week).

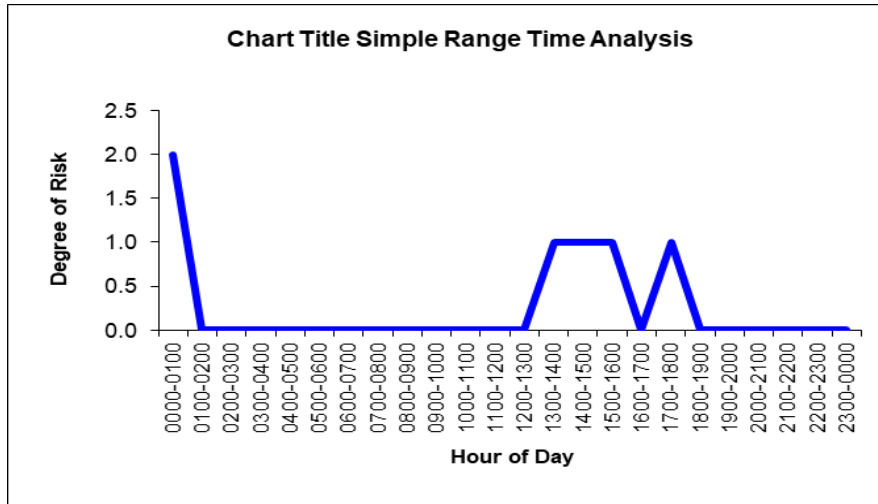


Figure 10: Temporal Analysis of Crimes on The Walks (Time of Day).

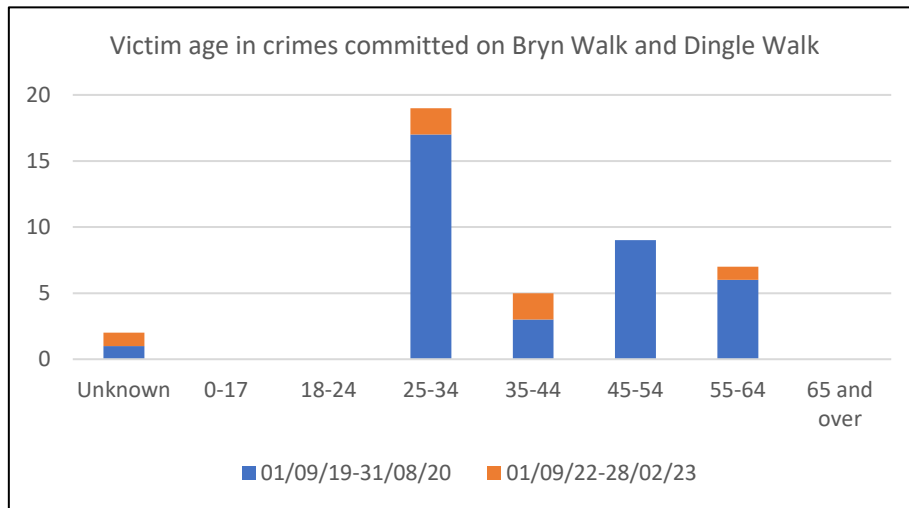


Figure 11: Victim Ages for Crimes Committed on The Walks.

Baseline Year: 01/09/2019 – 31/08/2020	
Robbery (5)	£56,600
Theft from Person (1)	£1,380
Violence with Injury (12)	£168,600
Violence without Injury (6)	£35,580
PCSO Salary (40 hrs)	£1,840
Total	£283,250

Table 3: Financial Costs of Crime to Police in Baseline Year.

Environmental Improvement	Source of Funding	Financial Cost
PSPO to Close Footpath	Neighbourhood Services & Environmental Improvements Budget (NSEI)	£7,000
Fence and Alley-Gate	NSEI	£29,000
Street Lighting	Bolton Metropolitan Borough Council	£5,943
Tree Works	NSEI	£2,000
Carpark Resurfaced and Bays Marked	NSEI	£9,800
Signage	NSEI	£500
Meter Cupboard Repairs	Bolton at Home	£7,614
Total		£61,857

Table 4: Financial Cost of Environmental Improvements

12 Month Period: 01/09/2022 – 31/08/2023	
PCSO Salary (10 hrs)	£460
Violence with Injury (1)	£14,050
Violence without Injury	£5,930
Total	£19,980

Table 5: Financial Costs of Crime to Police in 12 Month Period Following Completion of Works.

Latest 6 Month Period: 01/09/23 – 29/02/2024	
PCSO Salary (20 hrs)	£920
Public Order Offences (2)	£5,040
Violence without Injury (1)	£5,930
Residential Burglary (1)	£5,390
Total	£17,280

Table 6: Financial Cost Benefit Analysis for the Most Recent 6 Month Period.

Common Themes
Residents feel much safer.
No one is able to use the short cut anymore (victims and offenders).
The black males are no longer seen in the area.
Residents are very happy with / grateful for the improved environment.
Residents are more comfortable during the hours of darkness because of the upgraded lighting.
Families and children now feel able to walk to the town centre.
The best feature is the alley-gate and fence line.
Newer residents are happy to live in this area.
No negative issues were raised.

Table 7: Thematic Coding of Responses.