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29 June 2006

Mr Rob T Guerette
School of Policy and Management
University Park
PCA 366B
Florida International University
112200SW 8th Street
Miami, FL33199

Dear Mr Guerette,

The Herman Goldstein Award 2006

CENTRAL DIVISION – RETURN OF THE HAPPY SHOPPER (SARAH)

I am delighted to personally endorse and forward the attached entry in respect of this year's Herman Goldstein Award.

I look forward to hearing from you in due course. Should any of the Lancashire submissions be successful in this award I would be grateful if I am the first point of contact for the Force.

If you have any enquiries regarding this application please do not hesitate to contact me on the telephone numbers shown. Alternatively, you may wish to speak with Mrs Kathy Harris, in the HQ Neighbourhood Policing Implementation Team, who is co-ordinating these competition entries on the Force's behalf. Kathy is available on telephone number 01772 412503.

Yours sincerely,

Adrian Mc Allister
Acting Deputy Chief Constable



**Lancashire
Constabulary**

police and communities together

**LANCASHIRE CONSTABULARY SUBMISSION TO THE
2006 HERMAN GOLDSTEIN AWARD FOR
EXCELLENCE IN PROBLEM ORIENTED POLICING**

RETURN OF THE HAPPY SHOPPER (SARAH)

Submitted By

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CENTRAL DIVISION

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Co-ordinator for Competition Entries: Kathy Harris
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Lancashire Police Headquarters

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Goldstein Award 2006

Application form

1. Details of application

Title of the project: Return of the Happy Shopper (with the help of SARAH)

Name of force: Lancashire Constabulary, UK.

Name of one contact person: PC 1623 Gary Salisbury, Community Beat Manager: Fishwick

Email address: Gary.Salisbury@lancashire.pnn.police.uk

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

Position and rank of endorsing senior representatives(s) As Above

Full address of endorsing senior representatives(s) HQ Corporate Services Directorate,
Lancashire Constabulary Headquarters, PO Box 77, Preston, Lancs PR4 5SB

2. Summary of application

The Callon area in Preston was, according to Government Indices of Multiple Deprivation 2003, in the top 2% of deprived communities in England. The Happy Shopper, the only shop serving the community, had been run by the [REDACTED] family for 20 years. Due to their local knowledge they were able to maintain the STATUS QUO by self help. Recent analysis has revealed that the [REDACTED] family had developed a very high tolerance level of both racism and crime; therefore statistics were not giving a true reflection of activities both in and around the shop.

In September 2003, Mr [REDACTED] bought the business, immediately reported levels of theft, racial crime and anti-social behaviour escalated. The problems at the shop, which was situated in the centre of the estate, seemed to mirror the spiral of decline on the estate itself.

Gang culture prevailed, customers dwindled, the community were too scared to use their local shop and families living in the area were moving out leaving void and tinned up properties.

Police initiated multi-agency problem-solving approach. Overall objectives were:

- To redesign the centre of the estate(an area known locally as the 'pad')
- Aim for 100% occupancy on the estate
- Bring offenders to justice
- Reduce Racial Crime, theft and ASB
- Establish sustainable diversionary activities
- Eradicate the constant fear of crime
- Promote community cohesion
- To reinstate the shop as the heart of the community
- Hand over the estate back to the community

Framework for project objectives:

- Strong partnership approach using the SARA(H) model
- Situational Crime Prevention
- Social Crime Prevention
- Smart use of available legislation
- Local Lettings Policy
- Media campaign
- Formation of residents group

Quantitative and qualitative assessment, set against project objectives.

QUANTITATIVE

- One racial incident in six months, 90% reduction in theft
- ASB reduced by 90%
- Mr [REDACTED] revenue up by 600%
- 10 ASBO'S, 20 ABC'S, 22 Harassment warnings, 3 restraining orders, 3 evictions
- 100% occupancy and now waiting list to come on estate
- 'Pad' redesigned and surrounding houses target hardened

QUALITATIVE

- 30% of customers are now elderly
- Tenants group thriving
- Diversity initiatives
- Callon Kids Club recognised by the Home Office
- ASBO & Community Cohesion work recognised as 'best practice by Home Office
- Community empowered

THE HAPPY SHOPPER HAD RETURNED AND THE ESTATE HANDED OVER

3. Description of project

SCANNING

Overview of the problem

Scanning: Overview of the problem

The Callon neighbourhood is part of the Fishwick ward in Preston. It was built between 1924 and 1930 to house soldiers and their families returning from World War 1. The area comprises of approximately 650 properties managed by Community Gateway Association and Contour Housing Association. Historically, the area was considered a desirable place to live and was equipped with a local 'bobby' housed in a police house.

Callon is now made up principally of white families with high levels of unemployment and single parent families. The area suffers from high levels of crime, anti social behaviour and a gang culture has developed amongst the young people.



In the centre of the neighbourhood there is one shop servicing the locality, namely THE HAPPY SHOPPER, which was owned and run by the ██████████ family between 1983 and 2003. The ██████████ had developed in-depth local knowledge of the area, the tenants and their children. They had an exceptional high level of tolerance to all forms of crime and anti-social behaviour, which distorted the true picture of what was really happening in and around the shop.

In September 2003 the shop was bought by Mr ██████████ and due to a number of impact factors the situation in and around the shop began to change dramatically. There was a massive increase in reported racial crime from Mr ██████████ and the shop assistants he was employing. The dramatic change in the 'victim' element of the Problem Analysis Triangle was highlighting the weaknesses of the location and showing that the offender's position was going from strength to strength. Void properties increased around the shop and most of the lettings in the area were only short term due to problems that the tenants were facing. The area around the shop was becoming a 'no go area' for local residents who feared the gang culture that was basing itself outside the premises.

As well as local notoriety for the wrong reasons the area was now making national headlines after featuring on a 'Neighbours from Hell' television programme which added to the spiral of decline that the area and the shop were falling into.



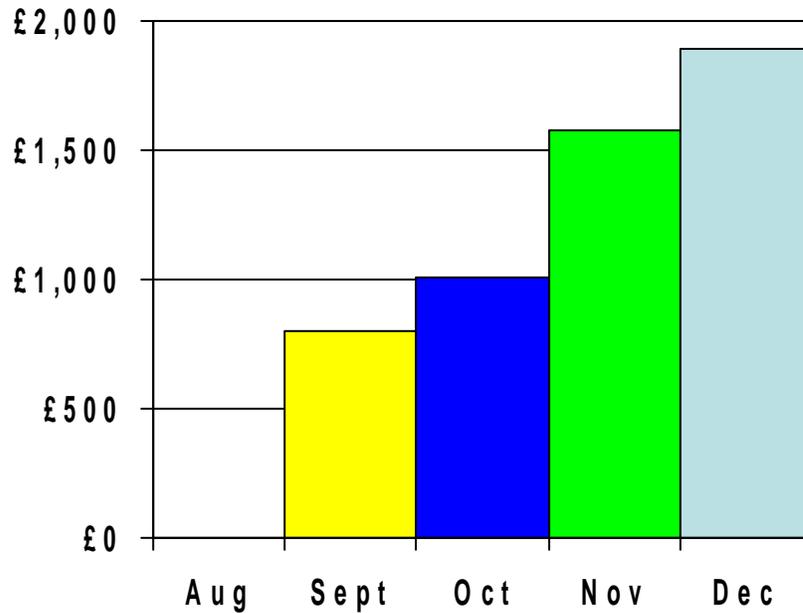
ANAYLSIS

Identification of the problem

Analysis: Identification of the problem.

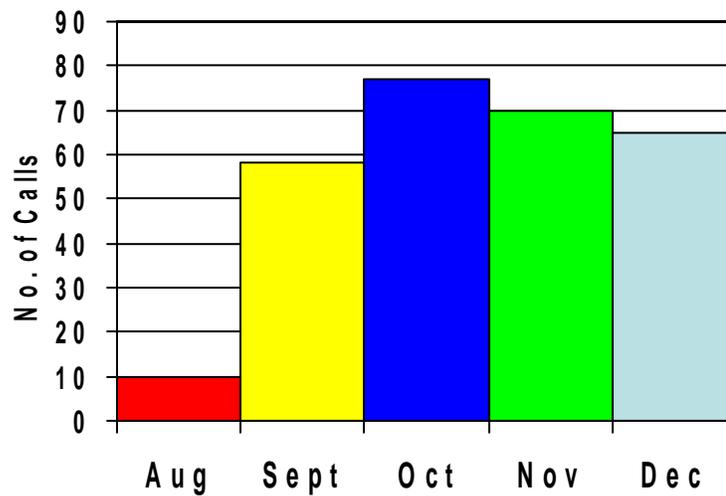
In order to recognise the severity of the problem, it was important to analyse the impact that the loss of revenue was having on Mr [REDACTED] business.

Value of goods stolen from shop: 2003



It was also vital to analyse partnership information and to liaise closely with the people of Callon to get them involved at an early stage.

Complaint calls to Police and Housing Office 2003



Although the analysis was lengthy, it was recognised that, 'prolonged problem analysis should precede any response, and this process may go on longer than the actual actions'. Prof George Kelling USA

To assist in the analysis a company of private witnesses was employed to gather evidence in and around the shop. The Police successfully applied for and obtained a grant from a local crime-fighting fund, this was used to establish a satellite police station in the local housing office. This allowed the Police and housing staff to meet residents, Mr [REDACTED] and his staff in confidence therefore providing quality information for analysis.

The analysis carried out with Mr [REDACTED] and his staff was vital and during an interview he was asked the following:

Question: "Can you remember what it was like when you took over the shop in 2003?"

Answer:

"anyone else would have committed suicide by now"



Mr [REDACTED] business was in serious trouble, his customer base was falling and stock levels were very low. Theft accounted for losses of up to £2000 per month, which was obviously unsustainable.

Mr [REDACTED] and his staff reported racial abuse on a daily basis with offenders using serious racial abusive language, spitting and lashing out at them.

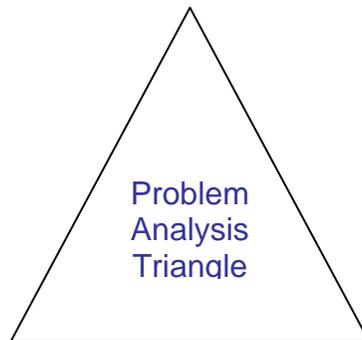
Utilising the Problem Analysis Triangle (PAT), and the Routine Activity Theory developed by Cohen and Felson (1979) and Felson (1994), provided the basis for our approach.

Location

Centrally situated within local authority estate
Open alleyway to rear (escape route)
Lack of youth activities

Offender

Local young offenders
Aged 12 to 17 years
Repeat offenders
Repeat truants



Victim

Shop Proprietor & staff
Local residents including elderly
Visitors to area
Repeat victimization & fear of crime

Features of the location:

The Happy Shopper is the only shop in the area and is centrally located. To the rear of the shop there is an alley which is used by fly tippers and as an escape route into rear gardens by local criminals. The area is classified as a HOTSPOT by service providers, the fire service using two tenders per incident, one to protect the other. The area is monitored by a CCTV system that is controlled by the local authority from the housing office. Due to the lack of demand for properties, houses were often let to vulnerable tenants this resulted in a high turnover of properties and void levels of 80% in the vicinity of the shop. The layout of the traffic system afforded criminals an advantage in that there were numerous escape routes for either offenders on foot or in vehicles. The area immediately outside the shop (and in the centre of the estate) locally known as the pad was used as a dumping ground for large household items ranging from refrigerators to televisions.

Features of the offender:

The offender profile can be described as follows:

- Local youth
- Male
- White British
- Aged 12 to 17 years
- Poorly educated
- Dysfunctional parents
- Truant, excluded pupil or unemployed
- Persistent Young Offenders
- Displays racist behaviour
- Disregard for law and Criminal Justice System

Features of the Victims:

Shopkeeper: Mr [REDACTED]

Vulnerable due to:

- Lack of local knowledge
- Illiterate (can not read or write in any language)
- Poor verbal English
- Working alone

Resulting in:

- Repeat victimisation
- Constantly subjected to racial abuse and assaults
- Under reported crime
- High tolerance levels to racial crime
- Fear of gang culture
- Living in stock room
- Livelihood under serious threat

Employees:

- Asian
- Illiterate in English
- Repeatedly threatened
- Racially abused and assaulted
- Resigned

Customers:

- High proportion of families and elderly people
- Abused by local youths
- Fear of gang culture
- Forced off the estate
- Incurred additional travel costs
- Inconvenienced

Heart of the Problem:

- Offenders position of strength
- Growing gang culture
- No social conscience
- No respect or fear for Criminal Justice System
- Racial and anti-social behaviour unchallenged
- Mr [REDACTED] tolerance of racial abuse
- Mr [REDACTED] lack of local knowledge and communication problems
- Community scared to stand up and be counted
- No diversionary tactics available
- Poor design of neighbourhood centre

Project Objectives

- To redesign the centre of the neighbourhood (an area known locally as the pad)
- Aim for 100% occupancy on the area
- Bring offenders to justice when appropriate
- Reduce racial crime, theft and anti-social behaviour
- Establish sustainable diversionary activities
- Eradicate the constant fear of crime
- Promote community cohesion
- To reinstate the shop as the heart of the community
- Hand over the shop to Mr [REDACTED]
- Hand over the estate to the community

RESPONSE

What we did to address the problem

Response: What we did to address the problem

A variety of research was undertaken prior to any response, including the scanning of the relevant websites and publications. (See Appendix 1)

The opportunity to follow existing guidelines was considered, but it was considered that whilst The Return of the Happy Shopper would follow examples of best practice and successful solutions to anti-social behaviour, it would be more beneficial and productive to utilise the knowledge, skills and experience of the partnership, community and other stakeholders (See Appendix 2), and base the responses on the needs of the victim and the analysis undertaken.

Whilst utilising various elements of the Twenty Five Techniques Of Situational Crime Prevention as highlighted by Clarke and Eck (2003), it was important to recognise that, 'Marginalisation, inequality and social exclusion often lie at the heart of criminal behaviour' as identified by Hughes (1998). Although it was accepted that both Situational and Social Crime Prevention can be considered to be less damaging than traditional reactive legal remedies, it was vital to the success of the operation to adopt an incremental method of targeting offenders. The first step of the incremental scheme always consisted of a warning.

Due to the magnitude of the operation, it was advantageous to adopt an approach which enabled short term fixes to ease the immediate problems of Mr [REDACTED] and other victims, and then follow up with medium and long term responses which would ensure more permanent and sustainable solutions.

Short Term:

The partnership adopted a **Zero Tolerance** approach to racial crime and all anti-social behaviour.

High visibility patrols were undertaken by local Community Officers, Response Officers, Support Unit Officers and Council Street Wardens to not only deter potential trouble makers, but also to make the victims including Mr [REDACTED] feel safe.

All calls to service were followed up by either local officers, or other partners.

A **multi-agency evidence gathering campaign** was initiated, consisting of:

- Statement taking from Mr [REDACTED] and previous / existing staff (using interpreters)
- Door to door enquiries by police, Street Wardens and housing Staff
- Examination of cctv footage by all local partners
- Identification of offenders
- Creation of local offender database and criminal network chart

Formal Action:

- Warnings issued under Protection from Harassment Act
- Warnings issued under Tenancy Agreement
- High profile arrests of persistent offenders.
- Local officers became proficient in the use of Anti-Social Behaviour legislation, and targeted specific nominals, developing ABCs and obtaining ASBO's (See Appendix Three: Glossary) where necessary.

Media campaign:

- Partnership successes were communicated to the public via local press

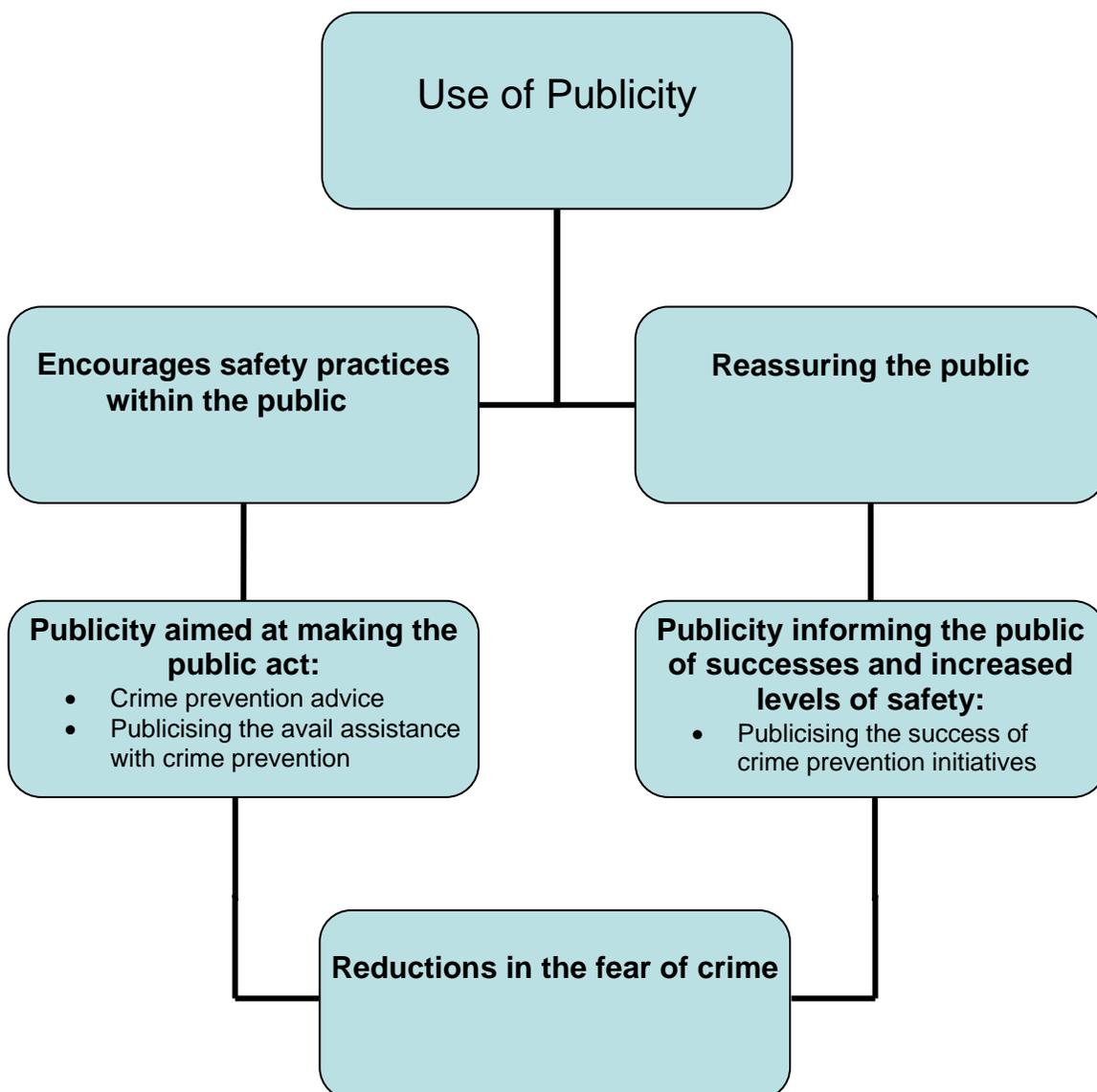
ASBO's on Conviction proved to be an effective tool, and front page stories promoted the legal action taken.

Stories communicated to the public included:

BABY FACED RACIST
and
TAMING OF THE TEENAGE TERROR
and
MENNACE SWEEPED UP, OTHERS TO FOLLOW

The widespread usage of publicity acted as a mechanism to reduce the fear of crime

Adopted from: The Different Mechanisms Associated with Publicity – Kate bowers & Shane Johnson



Medium Term

Increasing wider police awareness; local knowledge was shared amongst other police departments and the problems around the shop were highlighted at a Divisional level.

ABCs were monitored and ASBOs were enforced to make offenders realise that this type of behaviour would not be tolerated.

A number of truancy sweeps were carried out in conjunction with the local education authority and action taken against parents with regards to their children's non attendance at school.

A new Local Authority Anti-Social Behaviour Policy & Procedure was written by officers working directly with this POP.

Offenders charged with offences in and around the shop have been issued Reparation Orders by the Court to complete tasks such as repainting the shop premises, litter picking and clearing the rear alley behind the shop.

Developing a local lettings policy to promote sustainability and ethnic diversity.

Long Term

As previously mentioned Mr [REDACTED] was living in a stock room and rarely left the premises. Supported by the local housing office he is now the tenant of a local flat.

Mr [REDACTED] encouraged by the partners, attended a local college to improve his language and literary skills.

ASBO applications and the enforcement of any future orders will continue to be the mainstay of our long term response. Much of this work is now done in partnership with the recently appointed ASBO Coordinator. All current and future ASBO's have been obtained under Sec 1c of Anti-Social Behaviour Act 2003 (ASBO's on Conviction). This has and will continue to be cost effective.

Continuing diversionary and youth activities to be promoted via the Callon Kids Club and the local YMCA. Parents are now taking ownership & the running of the CKCs indicating sustainability. The Callon Kids Club building strong links with Fishwick Rangers, a local soccer team made up mainly of Asian youth and therefore promoting diversity in the young.

Promotion of wider ethnicity within the area to match the ethnic make up of the Preston area.

The local environment both at the front (the pad) and rear of the shop has been transformed, providing a community facility for seating and play. This was designed by local children through the schools and they feel ownership of the area. This will be continually maintained. The road layout around the pad has also been redesigned including a one way system, streets being blocked to vehicles and traffic calming measures.

Callon Community Action (CCA) although initiated by the community was promoted and given full support by the police, emphasising the importance of longevity and sustainability.

Finally in our long term responses we will continue to work with the local media to improve the negative reporting which has always surrounded the neighbourhood.

Other Responses

Prior to selecting the appropriate responses to meet project objectives, it is important to understand that officers explored various ideas with varying degrees of success. A feasibility study on each response was carried out.

High visibility: Whilst this did reassure residents, disrupt anti-social behaviour and reduce crime, its long term use could not be sustained, and it would not address community cohesion or handover.

Verbal warnings: Not appropriate for criminal behaviour.

Fixed penalty notices: This would reduce ASB, but not tackle issues.

Undercover officers as employees: Lengthy, not cost effective and with no guarantees.

CCTV: Already in place, upgrade not cost effective, and would not cover inside shop.

Redesign of shop: Following police advice, Mr [REDACTED] implemented crime prevention measures. This reduced the opportunity for theft, but did not tackle the desire.

Police organised diversion activities: Not sustainable.

Closure of shop: Whilst Mr [REDACTED] considered closing the shop at critical times. This would reduce theft, but would not deal with any of the issues highlighted, and would send out the wrong message.

ASSESSMENT

The results of our approach

ASSESSMENT The results of our approach

The Victims

Mr [REDACTED] and his employees

The shop is back at the heart of the Community.

There has only been one incident of racial crime in the last six months. Shop staff have remained in post since January 2004, they now feel safe and secure in their place of work.

Mr [REDACTED] has seen a massive reduction in theft, which has resulted in an increase of revenue by 600%. In the shop the shelves are full and the variety of stock has increased. This is of great importance to local people, especially the elderly on the estate who do not have transport and rely on the shop for most of their shopping.

Remarkably, there is now a cash machine facility inside the shop.

The Customers and residents around the shop

From people who use the shop and those who live around the centre of the area we have seen an increase in public reassurance and satisfaction. This has been fed back through the residents group to the service providers and by actually speaking to people on the street. We can also assess this by the number of calls from the residents who now feel empowered to report incidents of crime and ASB knowing that the offenders will be dealt with robustly. The offenders also fear partnership interventions and take time to consider their actions. This can be evidenced by local offender [REDACTED] aged 14 years who states,

“We can’t get away with anything now”

An interview was also carried out with 81 year old Mr [REDACTED] [REDACTED] who has lived on the estate for over 40 years. Quoting directly from Mr [REDACTED] he states,

“ It is so much better shopping on the estate” “It feels like our shop”

The Location

The environment around the shop and the centre of the estate has improved dramatically.



A green pad has been landscaped outside the shop providing a community facility for sitting and playing, the design work was developed from a community Arts project with the two local schools. Many in the Preston area now see the pad as excellent practise. The consultation and involvement leads to ownership, which in turn has lead to minimal vandalism.

Alley gates were fitted to the rear alley and fencing was improved to the properties adjoining the shop. This work was organised by the Tenants & Residents group CCA and paid for out of funding they obtained. The rear of the shop is now clean and secure, the alley is no longer a fly tippers paradise and it is not available as an escape run for criminals.

There has been a number of traffic calming measures implemented around the shop including road closures and pedestrian friendly one way systems.

To maintain the improvements made to the external appearance of the shop we have developed the use of Reparation orders through the partnership with Preston Youth Offending Team and the local courts. This has meant offenders causing vandalism have been ordered to paint over their graffiti and remove litter in the area.

The fire brigade have removed the 'hotspot' tag from the location and the number of call outs to the area has reduced by 60%.

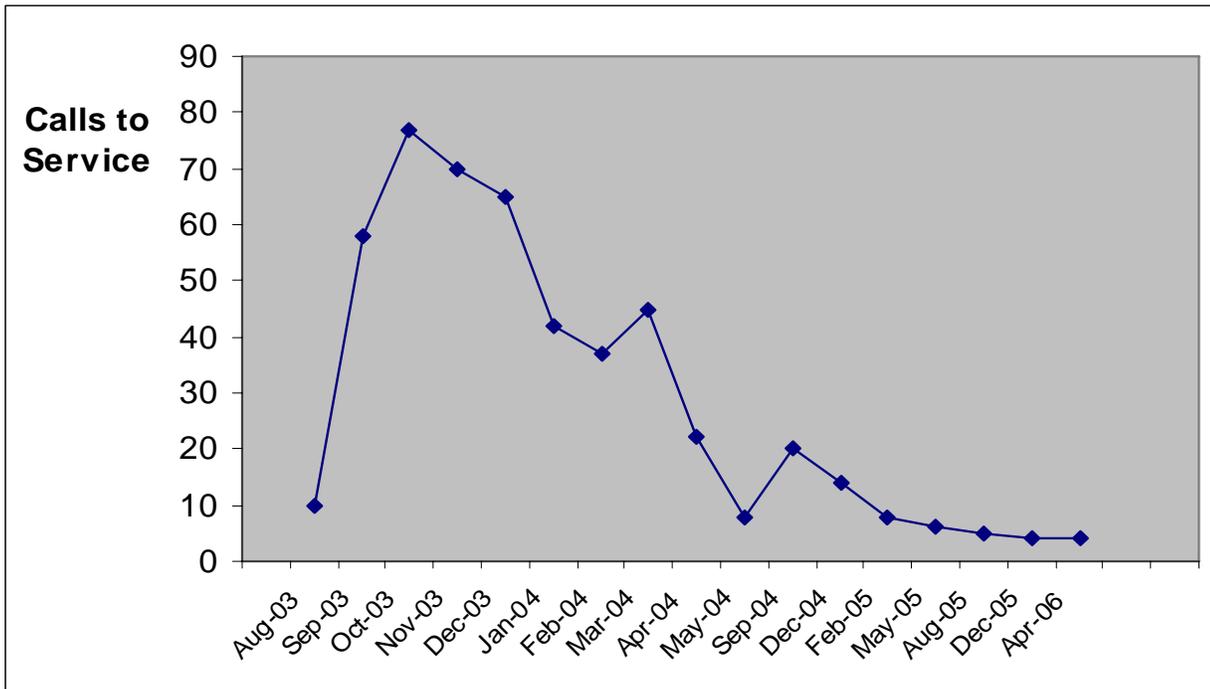
The shop is not used for gangs of youths to congregate; the persistent offenders have either been prohibited from entering the area by restraining orders or ASBOs. A number of families have been evicted and young people can engage in activities with the Callon Kids Club every night of the week.

Calls and Costs

Using Police data the cost of deployments to the shop and surrounding area for a three month period from September to November 2003 was £9540. In comparable months for 2004 the cost had fallen to £1080, whilst in 2005, the cost had fallen again to £540.

This represents a current yearly saving to the taxpayer of **£36,000** per year.

Calls to service regarding anti-social behaviour have fallen dramatically:



As the graph shows there has been a dramatic fall in calls to service which in turn has resulted in the following :

- Over 80% reduction in all crime between 2003 and 2006
- Over 80% reduction in racial crime for the same period
- Detection rates for all crime 90%
- Detection rate for racial crime 100%
- No housing voids
- 90% reduction in applications to transfer off the estate
- Waiting list for properties
- 100% reduction in fly tipping

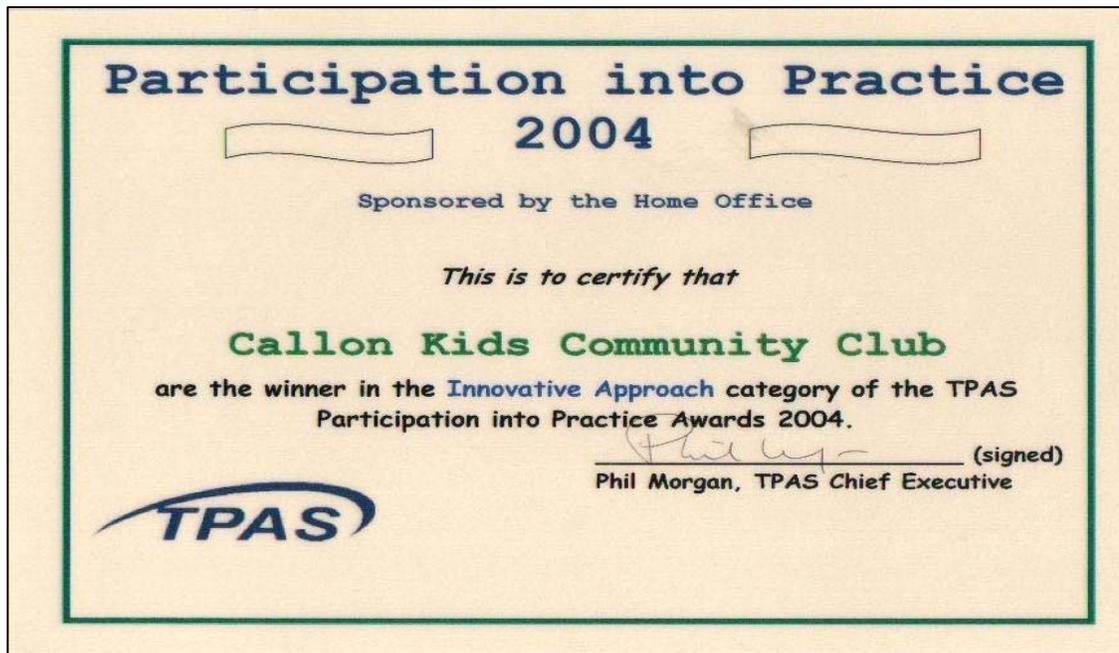
Partnership Success

Enforcement

- 10 ASBOs in place on worst offenders
- 22 Warnings under protection from Harassment Act
- Increased use of Reparation Orders
- 15 Warnings under Tenancy Agreement
- 20 ABCs
- 3 High profile evictions

Diversionsary

- 75% increased usage of local YMCA
- Award winning Callon Community Kids Club going from strength to strength now focusing on diversity and community cohesion.



External Success

The pioneering work of PC's Johnson and Salisbury in reducing Anti-Social Behaviour, has been recognised by the Home Office Anti-Social Behaviour Unit as an example of '**BEST PRACTISE**', and now features in the Home Office document:

WORKING TOGETHER: ONE YEAR ON.

Similarly, the work with Mr [REDACTED] in reducing Racial crime has been analysed by the Home Office Strategic Policy Unit and recognised as an example of '**BEST PRACTISE**'.

Mr [REDACTED] also features in the Home Office Strategic Policy document in relation to:

- **Community Cohesion**
- **Equality**
- **Race Relations**
-

This document is in effect a National Policing Plan

The success of this operation is also sited as a case study on the Home Office website as an example of excellence:

www.homeoffice.gov.uk

HANDOVER

**(as per Prof H.Goldstein, Charlotte
POPS Conference 2005)**

Handover

Having listened to a speech by Professor Goldstein at last years POPs conference we were able to fit the last piece of the jigsaw to our POP and allow the Police and other main stakeholders to commit resources elsewhere. The significance of this highlights that the Callon residents can now manage their own neighbourhood and establish community cohesion.

Mr [REDACTED]

The Happy Shopper is now managed by Mr [REDACTED] with very little police attendance required. Following police advice and due to increased shop revenue, the inside of the shop has been redeveloped. This crime prevention measure includes a hi-tech digital cctv system which has deterred crime and anti-social behaviour.

In addition to the Street Wardens, Mr [REDACTED] now has a newly formed partnership with the Commission for Racial Equality, who act as a support mechanism when necessary.

Mr [REDACTED] is now regarded as a respected member of the community, who is providing a vital community resource. He has developed a good local knowledge, putting him in a position of strength over local criminals.

Due to Mr [REDACTED] commitment to crime reduction, he has been nominated for a Chief Officers Commendation for Bravery in the face of adversity.

The Community

The estate has now been handed back to the community with pad redesigned and offenders brought to justice. Community Gateway Association have introduced a local lettings policy designed by community members which influences the allocation of properties to enable diversity of community members. The community have also been empowered and recognised as a valuable group who have direct access to influence Community Gateway policy, strategy and capital expenditure.

Local youths now have sustainable diversion activities. The activities are managed by local people working in partnership with the Estate Warden.

Conclusion

Adopting a zero tolerance to Racial crime and Anti Social Behaviour the partnership has used the existing and new legislation contained in the Crime and Disorder Act 1998 and the ASB Act 2003 to drastically improve the situation in and around the shop.

Equally as important as this is the diversionary setting up of the Callon Kids Club which continues to thrive and now has over 100 members.

The partnership has a plan for the future, or exit strategy which can be shown as follows:-

**Partnership
Reparation
Ongoing
Commitment
Empowerment
Enthusiasm
Diversity**

And finally the last word should really go to Mr [REDACTED] [REDACTED] who has suffered more than most but stuck to his guns, made statements under very difficult circumstances and always attended Court to give his evidence when required. When asked if things had improved in a concluding interview he replied:

“Oh Yes 100%, No In fact 110% “

APPENDICES

Appendix 1: Terms of reference.

Appendix 2: Details of key partners.

Appendix 3: Glossary

Appendix 1

Terms of reference

Internet:

www.communitypolicing.org
www.scotland.gov.uk
www.crimereduction.gov.uk
www.securedbydesign.com
www.cops.usdoj.gov
www.acc.coventry.gov.uk
www.homeoffice.gov.uk
www.officialdocuments.co.uk
Newsbbc.co.uk

Publications:

Anti-Social Behaviour Act 2003
Harden your Target: Webster Police Community Services, USA
Crime Prevention through Environmental Design: Tasmania Facility Services
Crime Reduction and Problem-Oriented Policing: Willan Publishing
Crime & Criminal Justice Research Findings 3.0 : The Scottish Office Research Unit 7th July 1999
Analysis for Crime Prevention.

Appendix 2

KEY PARTNERS

Preston City Council :	Sue Roach
Contour Housing:	Colin Makinson
Preston Fire & Rescue:	Dave Newton
Callon Community Action:	Marlene Eastham
Preston Youth Offending Team:	Pete Williams
Fishwick YMCA:	Tim Brampton
Lancashire Evening Post:	Emily Bradshaw
St Theresa's Primary School:	John Whalley
Fishwick Primary School:	Linda McLanachan
Lancashire Education Authority:	Pitta Oates
Lancashire Constabulary Force Solicitor:	Sue McLane
Preston Probation Service:	Alan Garner
Preston Sports Development Team:	Steve Daley
Fishwick Youth Involvement Officer:	Fyaz Ahmed
Lancashire Partnership Against Crime	(LANPAC)
Commission for Racial Equality:	Nafysa Patel
Preston Police ASBO Coordinator:	Graham Gregson
Fishwick Ward Councillors:	Sharon Riley & Harold Parker

Appendix Three

GLOSSARY

ABC: Acceptable Behaviour Contract:

A voluntary agreement between the offender and local agencies to address issues before reaching an enforcement stage.

ASBO: Anti-Social Behaviour Order:

A civil order made by the Court outlining a number of prohibitions thought suitable to curtail offending behaviour.

Agency and Officer Information:

The POP, 'Return of the Happy Shopper' was a very localised initiative devised by front line police officers who have day to day responsibility for a neighbourhood. Although the project was initially small scale, other departments were involved to utilize various skills and abilities.

Although little formal training was offered or received, officers were able to utilize the force Intranet facility and POPs database to improve knowledge and to learn from examples of 'best practise'.

Although no financial incentives were offered, officers highlighted as using POPs to a high standard were shortlisted and able to present their work at a number of locations both nationally and internationally.

The SARA model acted as a suitable framework to enable the successful completion of the POP.

The Happy Shopper project did not necessitate full time commitment from local officers, as other elements of police workload had to be managed. No overtime was incurred and local officers were able to successfully incorporate the POP into day to day policing.

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