



**"PAST THE
WINNING POST"**

**Racecourse Estate,
Houghton le Spring**

SUMMARY

PAST THE WINNING POST - A new approach to problem solving on the Racecourse Estate, Houghton le spring

The Racecourse Estate at Houghton le Spring in the City of Sunderland developed a poor reputation in the early 1990s and was subject of a Crime Concern Report in 1994, which described high levels of unemployment, truancy and crime and disorder. The estate received SRB funding of £8.7 million in 1996 to support a number of medium and long term projects. However, the high levels of crime and disorder continued and tenants began leaving the estate and voting with their feet. There was clearly a problem which the SRB funding had failed to address.

At that time the main problem was a lack of co-ordination between agencies operating on the estate. House burglary and car crime were rising. The evidence could be found not only in the crime statistics, but increasing housing voids, terminations, and abandonments, and an inability to let or sell properties on the estate. Further evidence of neglect was a lack of resident involvement in Neighbourhood Watch Schemes or Residents Associations.

In 1999 a dedicated Beat Manager was appointed which coincided with a 'New Approach' being developed between Northumbria Police, and Sunderland City Health and Housing and Cheviot Housing Association, this involved the development of a joint Action Plan following a team building event. The plan established a shared approach to crime prevention, victim support and information sharing. Joint training was developed and resources were committed by the local authority and Cheviot Housing in the form of Tenancy Enforcement and support officers operating from a Housing Office together with the Beat Officer.

1

A statement of commitment was signed between senior managers from the Police and Housing agencies, and funding was obtained from Northumbria Police grant pool for crime prevention and detection equipment.

Regular monthly meetings were held between the Beat Manager, the Inspector with geographic responsibility and housing managers and staff to a set agenda, discussing targets and problems in line with joint Action Plan, which also involved other agencies and residents association representatives. These meetings were minuted.

The impact of the 'New Approach' can be seen by the dramatic decreases in crime and disorder over the last year. Overall crime has reduced by 46% from 709 to 382 offences. Disorder has reduced by 53% from 284 to 132 reports. Incidents of service for the police have, reduced by 32% from 2978 to 2025. Moreover, housing terminations have fallen from 170 in 1999 to 2 in January 2001, voids have fallen from 41 to 26, there is now a waiting list, and a thriving Neighbourhood Watch Scheme involving over 100 properties.

1
1
1

Partnerships working is undoubtedly the key to this success starting. The SARA model was used in daily scanning and analysis of incidents and intelligence, followed by multi agency response via the monthly local agency meetings and use of a joint action plan to review and assess performance in a wide range of areas not commonly reported on such as victim support, media contact and resident involvement. The 'New Approach' mirrors the Northumbria Police problem solving model, which has recently been launched, and was nominated for the National Housing Awards by Cheviot Housing Association last year. The **Beat** Officer is also to receive a Northumbria Police award for his achievements in implementing the 'New Approach' using the problem orientated policing principles to reduce crime and disorder.

The Racecourse Estate, Houghton le Spring

"Past the Winning Post"

1. Introduction and background history.
2. Building a 'New Approach' (Scanning and analysis).
3. Deciding on the 'New Approach' (Response).
4. Implementing the 'New Approach' (Assessment)
5. Summary
6. Appendices.

The Racecourse Estate, Houghton le Spring

"Past the winning post"

1.0 Introduction and Background History

1.1 The Racecourse Estate is situated at Houghton le Spring which is a town on Wearside within the Sunderland City Council boundary. The estate was the subject of national press coverage in the early 1990s where vandalism, damage and disorderly behaviour were commonplace, and parts of the estate became almost 'no go' areas.

1.2 In 1996 the City Council were awarded £8.7 million pounds from the Government Single Regeneration budget to 2003. The money was allocated on the basis of evidence provided by a 1994 Crime Concern report titled 'Growing Up in Sunderland' which outlined a high level of crime and disorder by young people on the estate, a 31 % unemployment level and 75% truancy rate, together with high levels of substance abuse, and a general dissatisfaction in leisure provision on the estate.

1.3 The report also detailed 60% of those interviewed were concerned about personal violence towards them, 70% were concerned about violence within the family, 36% were victims of bullying, a massive 80% stated they had nothing to occupy their time. Only 10% used local youth clubs, and 50% were concerned about sexual assault on themselves. A bleak picture was painted of this estate, which at that particular time, was mainly Sunderland City Council housing stock, although by 1994 both Cheviot Housing Association and Leech builders were completing new houses to replace council accommodation which had been demolished. The joint investment from these two companies amounted to £5.5 million, and provided 91 housing association properties, and 48 owner occupier on the estate, leaving 509 local authority houses which had historically been difficult to let. There were also 91 Right to Buy owner occupiers.

1
1.4 The reported crime on the estate has been at a high level for a number of years in comparison to other areas both within Washington Area Command, of which it forms part, and also in comparison to other estates of a similar size within the Northumbria Police area.

1
1.5 The estate from a policing perspective was the responsibility of a Beat Officer over this period of time, however, in 1998, a new system of Beat Managers was introduced within the Washington Area Command which focussed on liaison with other agencies and voluntary bodies working in the community to tackle local problems. The Beat Manager for the Racecourse Estate although well know to the community, had little involvement in consultation and dialogue with the public or other agencies operating on the estate and was not involved in collating and analysing information from a variety of sources to identify the causes of local problems in a structured manner.

1.6 In October 1998 the Area Command Team implemented a reorganisation of the Inspectors geographic areas of responsibility and allocated two Inspectors to be based at Houghton le Spring Police Office. Previously all five uniform Inspectors, operated from Washington Police Office, some six miles from Houghton le Spring. The areas of geographic responsibility were allocated linking adjoining beats, whereas previously Inspectors had responsibility for beats in both the north and south of the Area Command.

1
1
t
1.7 At this particular time calls for service and crime and disorder on the estate were at an all time high, and although meetings took place with the Sunderland City Health and Housing Services, they were informal and often were poorly attended.

1.8 In February 1999 a Northumbria Police funded Racecourse Estate survey was undertaken by the Crime Prevention Officer for the Area Command. A total of 963 questionnaires were delivered and 335 (35%) were returned.

1

The main issues identified by the questionnaire were:-

- i) More officers are required on foot.
- ii) Keep the same local officer(s)
- iii) More feedback is required on the outcome of incidents.
- iv) The police need to get to know local people and problems.

1

Issues also included the fact that 88% of the respondents did not know their local officer by sight. Only 15% were satisfied with foot patrols in the area, and 73% either had a poor relationship with the police or did not have an opinion. The single largest problem identified was speeding motorists which may have included stolen vehicles driven at speed, followed by vandalism, house burglary and car crime.

t

Recommendations from the survey were:-

- 1) A feedback system is devised to pass information to residents of the Racecourse Estate informing them of results of certain incidents and the current situation of investigations to local complaints and problems.
 - 2) The Washington Area Command Community Safety Officer, Beat Manager and supervisory officers provide a surgery for Racecourse Estate Residents in relation to crime prevention advice and individual problems.
 - 3) A further survey is conducted on the estate in 2000 to ascertain if there are any changes in residents' opinions. This has since been conducted in late 2000, and the results are awaited.
- 1

1.9 In April, 1999 the Beat Manager who operated on the Racecourse Estate retired from the police service, and a replacement was sought. At that particular time, probationary constables had never been used as Beat Managers within the Area Command, an officer with 16 months police service and with previous military service was appointed the Beat Manager for the estate. Due to the high levels of both crime and disorder on the estate a decision was taken by the Area Command Team to have a "Spotlight" Strategy focused on the Racecourse Estate which commenced in May 1999 for two months. The strategy involved the Area Command Focus Team which comprised of a Sergeant and six constables supporting the Beat Manager in tackling the more obvious local problems. There was also a new post created as a Focus Team Intelligence Co-ordinator whose responsibility was to act as a liaison between agencies within the Spotlight Strategy

1.10 The Spotlight Strategy involved the Focus Team intelligence co-ordinator and Beat Manager interrogating daily the Force incident and arrest screens and intelligence for the estate. The initial objectives of the operation were to identify both the problems and active offenders on the estate, and included an exit strategy of half day revisits to the area over a four week period by the Focus Team. During the period of the operation the Beat Manager had support on a limited basis from special constables. Road Traffic department, and mounted section. The strategy also included a crime prevention element, 183 dwelling houses were visited and over 300 items of electrical equipment were postcoded; the operation also produced over 200 items of intelligence.

The lessons learned from this Strategy were that:

- a) clear objectives have to be agreed with all agencies prior to the commencement, and where support is agreed from other departments this must be fulfilled

t The Beat Manager was able to gain substantial local intelligence on active crime and disorder problems and offenders, by being visible on the estate and also by visiting locally to postcode electrical equipment. Much of the intelligence concerned anti-social behaviour and the intention was to action Anti Social Behaviour Orders which had just been implemented under the Crime and Disorder Act 1998.

1 1.11 As mentioned earlier in 1996 the estate was the recipient of substantial funding from the Single Regeneration Budget. Funding did not cover any aspects of policing. Eight projects were funded on the Racecourse Estate with Sunderland City Council Chief Executive's Department responsible for overall management (Appendix A).

1.12 From a policing perspective the re-prioritisation of S.R.B. funding to appoint a Tenancy Enforcement Officer (T.E.O.) and Tenancy Support Worker (T.S.W.) were major catalysts for improvement in joint working, and in October 1999 following discussions between the Sunderland City Health and Housing Services and the Washington Police Area commander, it was agreed that staff from Sunderland City Chief Executives, Housing, Youth Service, Dr. Barnardos, and Northumbria Police would attend a team building event based at the Sunderland City Outdoor Activities Centre, Derwent Hill, Derwentwater, Cumbria over two days to discuss a "New Approach" to the Racecourse Estate, Houghton le Spring_

2.0 Building a "New Approach" - the scanning and analyses stages

1 Whilst team building activities are nothing new, the event at Derwent Hill brought together for the first time key workers from the agencies working on the estate in order to review the problems, suggest ways of dealing with the issues and influence the future of the estate and its residents.

In the past Housing Workers, Youth Workers and Police met infrequently and rarely shared intelligence and good practice, the aims of the new "New Approach" was to establish "Whole team, no tenure split" approach to managing the estate. Housing staff from Sunderland Council and Cheviot Housing Association were to work together in the same office and dealing with all residents including private landlords and owner occupiers for the first time.

- 2.1 Prior to attending the Team building event, the Sunderland City Housing drew up an anti social behaviour strategy which outlined a new approach to working in partnership 'tackling problems on the estate, and provided the basis for the event. Northumbria Police provided data on crime and disorder on the estate and also some examples of problem orientated policing successes from Cleveland Police, were used, based on the SARA Model.
- 2.2 The event was mainly brainstorming sessions using the above data and drawing on the experiences of the delegates that had worked on the estate, this being the analysis stage.
- 2.3 The estate had a history of crime and disorder problems, the figures for the period 1995-2000 (APPENDIX 'B') showed a steady increase in offences against property, vandalism and disorder, the underlying causes were identified, using the problem analysis triangle as:-
 - i) No co-ordination of support for victims of crime and harassment or repeat victims strategy.
 - ii) Both police and housing have no formal meetings policy for estate residents to discuss problems, and although there is a Residents' Association the support is limited.

A Neighbourhood Watch Scheme exists on the private section of the estate, with only ten houses included in the scheme.

- iv) The estate is portrayed in the local media as a 'problem' area, and very few positive features or articles appear locally in the press.
- v) Whilst detached youth workers operate on the estate the involvement of police and housing officers with the young people is non-existent. School visits occur in an uncoordinated manner and although the 'On course' project has been running since 1996, the police and housing officers have had little involvement.
- vi) The policing of the estate had been uncoordinated and had led to active offenders proliferating with little intervention. A critical success factor was agreed in the early stages of the 'team building event' that a joint effort needed to be made by all agencies to target these offenders. The use of intelligence gained from residents, was essential and central to the functioning of a multi agency approach to problem solving on the estate.
- vii) Crime prevention activity had already started on the estate with some properties having their electrical equipment postcoded. However, delegates decided that more external funding was required, and an application should be made to the Northumbria Police grant pool for crime prevention equipment to carry out target hardening throughout the estate.

The Housing Officers working on the estate reported that voids had increased from 10 in 1997 to 41 in 1999 and terminations had risen from 122 in 1997, to 170 in 1999. Many of the void properties were regularly vandalised and there was no waiting list for the estate. Many existing residents were suffering regular harassment and intimidation and were not reporting the incidents to police due to fear of reprisals. There had been several incidents involving housing officials themselves being threatened and intimidated which had gone unreported to the police, and intelligence from residents was not documented or shared due to a lack of regular liaison and co-ordination between the agencies.

1

2.4 Following the scanning and analysis, phases of the SARA model the delegates decided the problems on the estate were being caused by a small minority of offenders. The response from the agencies particularly the police was reactive with no co-ordinated strategy. The residents had limited involvement or knowledge of incidents and issues on the estate. Media coverage was negative, which led to low self esteem and a spiral of despair amongst residents. The estate had lost it's community spirit the main objective would be to foster a 'village' atmosphere.

3.0 Deciding on the New Approach - response stage.

Having analysed the problems on the estate, the delegates set about the task of formulating the "New Approach" response. The workshops decided on the following objectives:-

- i. Work with all residents on the estate to improve their quality of life.
- ii. Tackle those who behave anti socially/criminally in partnership with other agencies.

- iii. Support residents, who are receiving intimidation or harassment,
- iv. Encourage residents to remain on the estate, and attract new residents.
- v. Improve the outlook of properties and the general environment on the estate.

3.1 Once the objectives had been established, an action plan was drawn up. The plan included a target, a monitoring element, frequency, together with the person responsible, the action required, a review period, and officer responsible (Appendix C). A summary of the areas covered is:-

Victim Support - All victims of house burglary on the estate were to be visited by the Beat Manager and T.E.O. within 7 days of the report. Details to be recorded on the Housing Department database. Where appropriate, victim support scheme staff to be contacted. Safe call mobile telephones to be issued where necessary, and liaison with C.I.D. regarding any actionable intelligence on offenders.

Repeat victims - All repeat victims to be visited by the Beat Manager/T.E.O. after liaison with the Crime Prevention Officer who has overall responsibility with the Area Command. The C.P.O. to send a questionnaire to all victims on the estate.

Resident Involvement - Joint Beat Surgeries/drop in sessions are to be held on the estate with T.E.O., T.S.W. and Beat Manager. A publicity letter to be drafted to include all surgery dates, and poster campaign locally in shops and public places.

The strategy of joint housing/police sessions was seen as an effective marketing ploy to get reluctant residents to attend.

Neighbourhood Watch Schemes - The target would be 20% of the estate. All new schemes to be recorded on the housing database and N.H.W. co-ordinator to send letters to all residents with the publicity letter concerning the beat surgeries.

Media contact - The target was twelve articles per annum, and where appropriate the articles to be produced jointly by housing/police and any other involved agencies, the publicity to include contact telephone numbers for police and housing staff.

Young people on the estate - A record would be made of visits to schools, youth clubs and liaison with the detached youth workers, together with any schemes jointly developed by the Beat Manager and other agencies.

Active offenders - The team would monitor all arrests on the estate of active offenders for crime. A variety of techniques both overt and covert to be used with the main emphasis on sharing of intelligence between agencies both at formal meetings and where appropriate on a daily basis between the Beat Manager and other statutory agencies. The target was to increase the detection rate and lower the reporting rate for all offences on the estate, especially burglary, car and violent crime in line with the local policing plan.

Disorder on the estate - The target was to reduce disorder on the estate to zero level, by analysing incident logs. Then undertaking operations or visits in the identified "hot spots" to address the problems, and where necessary, employ other resources to tackle the issues jointly.

Crime Prevention - An application was made to Northumbria Police Authority grant pool, to provide equipment and resources to fund a range of crime prevention measures on the estate, these including:-

- i. Forensic trap equipment in the form of "smart water".
- ii. A 'tracker' and inert equipment to tag council owned equipment.
- iii. A computer system to be based at the Houghton Housing Office to store and exchange data and intelligence from the estate.
- iv, Safecall mobile telephones for vulnerable persons and victims.
- v, Video camera equipment to record evidence of disorder, harassment and criminal activities.
- vi. Selecta marking of personal property belonging to Racecourse Estate residents.

3.1 In addition the local Crime Prevention Officer was to arrange a one day Home Office Approved Crime ' Prevention Day for both the Beat Managers and Housing Officers so that the joint visits, and visits by housing staff could provide victims with advice. The day would also include some self defence training, a session on child protection issues, victim support and statement taking techniques.

As part of the response element to the previous scanning and analysis, the Housing Department drafted their own action plan using the same monitoring and review criteria as the police action plan (Appendix D).

3.2 The "whole" team approach was to be adopted, all members taking responsibility for the estate. As a result of the team building event agencies such as the Youth Service, Employment Service were to be involved. The Tenancy Support Worker was to develop partnerships with cleansing, Environmental Health, Street Lighting and Grounds Maintenance Services provided by Sunderland ,City Council for the first time.

3.3 The involvement of key ,residents was also seen as a critical success factor. The estate had an active Chairperson of the Residents Association who needed support and including as part of the Team approach.

4.0 Implementing the New Approach and assessment

4.1 The action plan and joint working arrangements commenced in January 2000 with the Beat Manager providing a regular report (5 weeks) to the Geographic Inspector which **was** in turn formally discussed with the Area Command Team at similar intervals. The plan was also discussed at a 5 weekly strategic meeting between Housing Managers and the Geographic Inspector. This meeting had a set agenda which consisted of:-

- i) Targets - primary and secondary.
- ii) Hotspots
- iii) Initiatives - grant pool
- iv) Beat Managers/Housing Officer's reports.

4.2 The strategic meeting covered not only the Racecourse Estate but also other areas in the south of the Area Command; and was attend by the other Inspector with geographic responsibility for Houghton le Spring and surrounding areas; and also the other Housing Managers. This structure of meetings provided a good means of communication between the problem solving on the street and the senior officers who could decide and provide resources to tackle the problems.

4.3 The use of the Action Plan provided a structure to the 5 weekly reports provided by the Beat Manager and Housing Officers, and more importantly the Geographic Inspector was able to work closely with the Beat Manager on prioritising the identified problems. An evaluation of the project was planned for six months and twelve months. The review in February 2001 identified the following issues from the action plan:-

Victim Support - Joint visits to victims involving the Beat Manager and the T.E.O./T.S.W. provided a useful means of supplying crime prevention advice, and also obtaining both criminal and community intelligence from victims, which in some cases would never have been given as the victim would have been dealt with by other officers usually some time after the reporting of the offence.

Resident Involvement - In January 2000 a poster campaign on the estate saw the placing of introducing information concerning the Beat Manager/Housing Officer drop in sessions in shops and community premises throughout the estate. The poster listed the times and dates of the sessions and also provided dedicated telephone numbers for contact with the Beat Manager and Housing Officer. The line was used on numerous occasions by residents. The joint surgeries took place twice monthly during the day and one nightly meeting. The attendance was seen to grow gradually as more residents became confident and an average attendance would be ten residents rising to twenty per session. During the sessions the Beat Manager has given short talks to the residents on crime prevention, and local drugs/disorder issues and the Housing Officer provided input on Housing improvements and initiatives on the estate. The strategy of joint meetings and publicity was seen by the residents as part of a multi agency approach on the estate. The location of the initial meetings was in the Hive project on the estate, which was already a meeting place for many residents and provided an excellent venue for the meetings. As the Community Access point was developed the meeting alternated between the two venues.

Repeat victims - Joint visits to repeat victims provided further opportunities for specialised crime prevention advice which was given by the crime prevention officer and involved on one occasion, a referral to Age Concern.

Neighbourhood Watch The involvement of the local N.H.W. Co-ordinator was crucial and she, together with the Beat Managers and Housing Officers, began recruiting new members at the surgeries. The use of covert schemes was implemented although over time, these became overt and throughout last year over 100 houses became involved from initially only 10 on the estate. The Beat Managers and N.H.W. Co-ordinator have introduced guest speakers at N.H.W. meetings, from the Arson Task Force and Police Drugs Team to attract interest and provide information to residents.

Media contact - The use of the local media proved a crucial factor in the developments on the estate. A regular feature was produced in the Sunderland Echo introducing the 'New Approach' and also notification of surgeries (Appendix E). More localised publicity involved the introduction of a Residents' Association newsletter which included items from the Beat Manager and Housing Officers, which covered amongst other issues the eviction of a resident for anti social behaviour.

Young People - In the initial stages of the plan the Beat Manager started meeting small groups of young people in the Residents' Association premises and discussing issues concerning crime and disorder. These meetings identified a need for provision of a regular social event for the young people. The Beat Manager and Housing Officers approached a social club on the edge of the estate and organised an Under 18 discotheque based at the club which was very well attended and involved other police officer and housing officials. This even encouraged the young people to set up their own organising committee and similar events have taken place throughout the year. The children even provided a list of young people who were not welcome at the events. Funding for the events was obtained from the local Town Council.

The Beat Manager introduced regular visits to the two local primary schools and also contributed to the S.R.B. funded project at the local comprehensive he also visited a special needs school on the edge of the estate. A 'Community Kids' project is to be launched locally which has been developed by the Safer Estates Community Task Force in Sunderland and gives structured input on a range of issues for primary school children.

The Beat Manager had also regular contact with the detached youth worker on the estate.

Active offenders - The initial strategy agreed at the commencement of the "New Approach" was to jointly target active offenders and seek actionable intelligence from a variety of sources broadly in line with the Washington Area Command Policing Plan. The use of the police intelligence co-ordinator in the early stages, was crucial to provide the Beat Manager and Housing Officers with a central point to analyse and develop intelligence. The targeting of offenders proved extremely successful and as residents observed increased enforcement activity, so the confidence to provide actionable intelligence grew.

Any termination of harassment or intimidation were visited by the T.E.O. the following day, and an accelerated complaints procedure was introduced for residents. All crime and anti social behaviour was logged on the Racecourse computer in the form of a diary.

During the intelligence gathering process it was found that there were three main families living on the estate, and this accounted for over 100 adults or young persons who were connected by family links.

The main active offenders on the estate were from these families. This would explain the great reluctance to become involved with the agencies in providing intelligence on extended family members.

During the last year most active offenders on the estate have received custodial sentences which contributed to reducing the crime reporting rate.

The reductions in total crime have been staggering from 709 in 1999 to 382 in 2000, moreover the Local Policing Plan offences of burglary and core crime. have seen large decreases.

Disorder on the estate - The problem of youth disorder on the estate was well documented by both police and housing officials. The daily monitoring of incident logs provided the necessary scanning to identify regular problems, either offender, location or caller using the problem analysis triangle. An early success was a regular caller to the police concerning youth disorder on the estate. The Beat Manager and Housing Officer visited the caller and identified the main offenders who were warned in front of their parents, but more importantly the caller was recruited as the local N.H.W. contact. The reduction in disorder on the estate has been dramatic from a 1999 total of 284 calls to 132 in 2000. Reported incidents for service on the estate has dropped from 2978 in 1999 to 2025 last year.

Crime Prevention - The decision to apply for funding from the Northumbria Police grant pool proved to be a critical success factor in crime prevention on the estate. A joint initiative of Selecta marking properties provided both security and a means of the Beat Manager and Housing Officers being able to speak in private with residents. The provision of safecall mobile telephones was a good means of providing victims of harassment and intimidation with access immediately to the police. The hand-held video camera was deployed to provide intelligence concerning anti-social behaviour and more recently, offences of burglary and criminal damage.

As part of the crime prevention initiative on the estate a crime prevention day was held in March 2000 which was based at the Hive Dr. Barnardos Resource Centre and involved displays concerning N.H.W., Fire Service and Crime Prevention. The day saw the signing of a Racecourse Estate - statement of commitment (Appendix F) by the Director of Sunderland City Health and Housing Services, the Chief Executive of Cheviot Housing Association, and the Area Commander for Washington, and received both local media coverage and also internal articles in the Police and Housing Departments publications.

Racial Incidents - During the period of the "New Approach" the estate has seen the accommodation of 33 asylum seekers from a variety of different countries of origin. There has been an excellent response locally to the families and no incidents have been reported. Local children provided welcome packs for the asylum seekers and there is a drop in centre at a local church which the Beat Manager attends. One family has been granted British Citizenship and have become residents in local authority property on the estate.

4.4 The housing officers on the estate saw the number of void properties reduced from 41 in 1999 to 26 in January 2001 and two terminations neither for harassment, a waiting list had been established and rent arrears were within targets. The tenancy enforcement officer had dealt with complaints in accordance with the accelerated complaints procedure, and there were regular weekly and monthly estate inspections carried out jointly with the police and other local authority departments. The joint visits had the effect of spotting problems and signs of neglect before they developed.

4.5 As a consequence of the multi-agency working Cheviot Housing Association submitted the "New Approach" on the Racecourse Estate for the National Housing Awards 2000 (See Appendix 'G') for submission criteria.

5.0 SUMMARY

5.1 The "New Approach" was based on the SARA principles, the Beat Manager daily scanning background intelligence from residents, community groups, police officers, housing officials, linked to reported crime and disorder and in liaison with the Intelligence Co-ordinator who provided specialist analysis to alert the team to perceived problems.

- 1
1
1
1
1
1
1
1
1
1
1
- 5.2 The analysis would include where necessary consultation with residents, or other agencies operating in the community which would then lead to a response being formulated. In the initial stages of the 'approach' the response was enforcement action against active offenders on the estate, through use of intelligence from various community sources, and also deployment of additional resources in the form of mounted section, road traffic department, and additional locally based officers.
- 5.3 The response also included longer term crime prevention measures such as Selecta marking properties on the estate, and visiting victims of crime to give prevention advice. The use of the Problem Analysis triangle to define the likely cause also proved helpful in the example of the caller for the youth disorder.
- 5.4 The "New Approach" saw a 50% reduction in crime and disorder figures for the estate and also the Housing Department reporting both voids and termination are dramatically reduced and a waiting list has been created which is hitherto unknown, complaints are reduced and there is much more resident involvement in the form of a strong residents' association, Neighbourhood Watch Association and a thriving Community Access Point.
- 5.5 Regular meetings are held with the Beat Managers/Housing Officers and residents together with numerous activities with young people. Weekly and monthly meetings are held with Police/Housing Managers to discuss and solve problems. The model in relation to the Action Plan and joint teams is being adopted throughout the Washington Area Command, and several presentations have been given within Northumbria Police, The "New Approach" has been visited by Law Enforcement Officers from the Netherlands and a delegation from the European Union. More recently the Government Office North East has organised a Focus Group to examine the good practice established as a result of the initiative.

1
1
5.6 The officers involved in the Beat Managing are attached to a uniform team, however, the shift pattern is dictated by issues within the estate. There are plans to issue the beat managers with specialised clothing. The Beat Managers in Washington and Sunderland West Area Commands have been given presentations on the initiative.

1
1
5.7 The Northumbria Police Problem solving model mirrors the structures and practices used within the "New Approach" on the Racecourse Estate which it is looked upon as good practice. (Appendix `H')

5.8 The main issues identified with the use of the SARA problem orientated policing model in this initiative, was that it provided a clear structure for discussion of problems in a multi agency environment.

Inspector 7102 R. Morton

3rd April 2001

APPENDICES.

- 1
1
r
1
1
1
1
1
1
- | | |
|--------------|---|
| Appendix 'A' | S.R.B. funded projects Racecourse Estate |
| Appendix 'B' | Crime and Disorder Statistics 1995 -
2000 Racecourse Estate, Houghton le Spring. |
| Appendix 'C' | Northumbria Police
Racecourse Estate Action Plan 2000 |
| Appendix 'D' | Sunderland City Health and Housing
Racecourse Estate Action Plan, target areas. |
| Appendix 'E' | Media Articles
Racecourse Estate |
| Appendix 'F' | Statement of commitment Racecourse Estate |
| Appendix 'G' | National Housing Awards 2000 submission criteria
(Cheviot Housing) |
| Appendix 'H' | Northumbria Police Problem Solving Model (2001) |

APPENDIX

A

APPENDIX `A'

Racecourse Estate SRB Projects

The projects are:-

The Hive - Family Resource Centre run by Dr. Barnados the project supports families on the estate and provides a wide range of training opportunities and advice/counselling sessions. Community Safety initiatives cover the area of drugs and personal safety. The Hive also provides a creche for parents attending the centre.

- 2) On course project - Based at nearby Houghton Kepier Comprehensive School. The scheme is an integral part of the Northumbria Community Safety Strategy for the Racecourse Estate and aims to reduce crime and the fear of crime on the estate. The, project was originally known as 'Even Chance' and began in 1996 targeting 11-14 year olds, it involves a multidisciplinary team headed by a full time project leader together with staff from the Educational Psychology, Social Work and Youth Services. The project aims to have 25 young people per year to be involved. In the year 1999-2000 it worked with 38 young people from the estate.

Detached Youth Project - a small team of dedicated Youth Workers target young people on the estate to provide and guide them into diversionary activities as a vehicle for challenging antisocial behaviour.

- 4) Breakout Summer Programme - This project provides a range of play activities during the school summer holidays, which includes provision of play care schemes for 5-8 year olds. It also enables local young people up to 18 years of age to experience youth activities away from the estate including residential.

1

- 5) Employment development - The project is managed by Sunderland City Careers Service and provides young people 16 - 24 years with advice and support to gain access into training and employment opportunities.
- 6) Home Security - Initially this project was focused on providing physical security measures within the estate, however, a crucial decision was made in 1999 to create two new appointments on the estate to support tenants and address local concerns. The posts were designated as a 'Tenancy Enforcement Officer' and a 'Tenancy Support Worker'. The posts were supported by the provision of a capital security scheme which included domestic house alarms.
- 7) Play Development - This project works closely with the local Gillas Lane Primary School, and provides children under 12 years with opportunities to develop and participate in structured play and learning. During the school holidays a play scheme operates two days per week, and it involves local parents in planning activities and events and where necessary training as play support workers.
- 8) Street Lighting - The benefits of improved levels of street lighting are well documented and the scheme has been well received by local residents and reduced the fear of crime on the estate, which was corroborated by the survey results.

APPENDIX

B

Crime& Incidents 02V4 Footbeat "Racecourse Estate"

Crime & Incidents Racecourse Estate V4 Beat

YEAR	1995	1996	1997	1998	1999	2000	2001
Violence & Assaults	19	17	29	31	29	22	
Burglary Dwelling	144	120	112	92	106	32	
Burglary other premises	111	72	107	102	105	38	
Robbery	0	0	1	1	0	1	
Theft of Pedal Cycle	0	0	15	17	11	4	
Theft From Vehicles	124	90	90	76	102	41	
Theft & Taking Vehicles	121	97	139	74	68	39	
Other thefts	80	67	64	72	54	34	
Criminal Damage	92	77	146	203	116	98	
Arsons	2	0	10	12	7	11	
Drugs Offences	1	1	9	2	18	13	
Other offences	3	4	33	53	93	49	
	0	0	0	0	0	0	
Total CRIME	697	545	755 ^	735	709	382	
REPORTED INCIDENTS FOR SERVICE	0	0	2682	2749	2978	2025	
Reported Disorder	0	0	174	234	284	132	

Source Northumbria Police Crime Recording