

Lancashire Constabulary

**POULTON  
INDUSTRIAL  
ESTATE**

*Crime & Disorder Reduction  
Category*

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Endorsed By: Deputy Chief Constable Paul Stephenson

## **Tilley Award Entry**

### **Submitted by:**

**Inspector Phillip Anderton  
Lancashire Constabulary  
Community Safety Department  
Hutton  
Preston  
PR4 5SB**

**01772 412827**

### **Summary**

The applicant was until recently the geographic Inspector for an area of Northern Lancashire situated within the Wyre Borough.

### **Project title - Poulton Industrial Estate**

#### **Nature of problem addressed**

Poulton, is an expanding market town in Wyre comprises of mainly residential property and a bustling market square. On the outskirts of the town, situated on an arterial road lies the site known as Poulton Industrial Estate. This industrial area has grown over time and as such was never purpose built as an estate for neither small factories nor trading purposes. The roads within the estate are adopted and therefore allow unrestricted access to the public both on foot and in vehicles.

#### **Summary of evidence used to define the problem**

This award submission highlights the work led by the local police to reduce crime on the estate. In the months immediately prior to this problem solving activity over sixty crimes were reported in the key area. The majority of these were BVPI crimes in relation to motor vehicles.

In the period 1 November 2001 to 31 March 2002, five months, there were six crimes in the estate, only four of which were BVPI in relation to motor vehicles.

#### **Summary of response to the problem**

This reduction has been achieved through programmed activities in partnership with statutory and non-statutory agencies and the formation of an active Business Watch.

Partners have included: -

Lancashire County Council

Wyre Borough Council

North West Water Board

Businesses on the estate

Poulton Community Safety Action Local Action Group

Lancashire Constabulary

Wyre Housing Association

This Business Watch is now driving activity and funding crime prevention activities itself through a revenue fund raising programme that generates over £700 per week. Not least of the achievements is a general cleaning up around the estate and an intelligence led (with respect of operational timings) self-funded security operation including a mobile vehicle with CCTV.

Future goals for the Business Watch include attracting match funding to further progress target hardening projects as well as expanding the self-funded security scheme already in operation.

**Summary of the impact of the response**

As a consequence of the PIE programme, confidence in the police has been raised and the quality of life for organisations in the estate arena has increased dramatically. Therefore the assessment of the success of the programme can be judged in two ways, qualitatively through feedback from the local community and quantitatively via collated and readily available best value performance indicators.

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### **Project title - Poulton Industrial Estate**

#### **Objectives of the project and scanning**

As the geographic inspector for Poulton, Wyre, Northern Lancashire, I became aware of rising vehicle crime across the section. Poulton, an expanding market town in Wyre, comprises of mainly residential property and a bustling market square. The high crime figures were Best Value Performance Indicators; the crime rate was showing signs of having the capacity to impact on the assessment of my section's performance and was in danger of damaging the overall performance of the parent division, namely 'B' division, Lancashire Constabulary. My analysis of the 'problem', against the 'problem-solving triangle', indicated that one probable cause of the high crime was a specific location, namely Poulton Industrial Estate (P.I.E.).

Poulton Industrial Estate is situated on an arterial road, on the outskirts of the town. The industrial area has grown over time and as such was never purpose built as an estate for either small factories or trading purposes. The roads within the estate are adopted and therefore allow unrestricted access to the public, both on, foot and in vehicles at any time of the day and night.

In the period 1 November 2000, to 31 March 2001, there were:

Vehicle crimes	Other crimes	Poulton Vans (repeat victim)
33	18	11

Supplementing the rather simplistic quantitative evaluations that were being made it was quite clear in conversations with local business people from the estate, that public

confidence had been eroded over time and that satisfaction with the police as a public service was probably at an all time low.

**The objectives of this project were therefore quite clear. They were:**

- To reduce crime in the area known as Poulton Industrial Estate.
- To specifically target and reduce BVPI crime on the estate.
- To introduce crime reduction initiatives that were sustainable over time without having a disproportionate demand on police resources.
- To gain, restore and sustain public confidence in the police as a crime reduction agency within this important community.
- Using a problem solving approach, to 'solve the problem'.

**Success criteria**

Success criteria for the project were reasonably straightforward to ascertain. Success would look like:

1. Initial reduction in crime for the defined area.
2. Initial reduction in crime for Poulton Vans, the key repeat victim.
3. Sustained crime reduction for the defined area.
4. Sustained crime reduction for Poulton Vans.
5. A partnership approach to this activity emerging from a Problem Solving Partnership, not merely high impact police activity.
6. Increased public confidence from within the estate.
7. Sustained public confidence from within the estate.
8. Low levels of police activity over a period of sustained low crime in the defined area.

**Prioritising this problem**

I gave this problem a high priority for two main reasons. Firstly the crimes were, as previously discussed, having a large and negative impact on the overall crime for the policing area within my responsibility, and secondly, the associated public opinion could emerge to have a negative impact on police / public relations at a time when I was working with determination to restore confidence across my area.

### **Involvement in identifying the problem**

Police figures were clear; there was a problem. However, in terms of gaining a multi-agency momentum to tackling this, it would have been inappropriate to rely on police statistics to assess the true scale and nature of the task in hand. To this end a number of persons were initially consulted, including:

- local councillors
- local property owners
- local business persons, including Poulton Vans
- Wyre Borough Council
- Lancashire County Council
- police officers with knowledge of the area.

I made a decision that to launch any activity, and to gain support from the 'community', there was a need to face the demon and hold a public meeting on the estate to ask all interested parties some key questions. This meeting was held on Tuesday 1 May 2001 in an empty industrial unit on the estate. A letter drop was undertaken to every unit / business in the area and on the evening in question 32 people from the estate attended. All of the previously consulted persons (above) were also represented.

### **Defining the problem and analysis**

The key questions raised at the meeting on 1 May were:

1. What is the actual problem?
2. What impact is this having on them as business people?
3. What action are they seeking?
4. What are they prepared to do themselves to move the matter forward?

The results from this meeting were rewarding. Insight was gained, through an often emotive exchange of views that:

- the appearance of the estate was in decline, especially road conditions and street lighting
- the more recent granting of planning permissions had been seen to shift the estate away from business units toward factory and retail outlets, thus giving legitimate access to everyone from society, not just people visiting specific premises
- crime was high and insurance was proving hard to obtain
- the estate was not attracting new business, a point that would inevitably lead to further decline
- criminality was unnoticed in the estate
- opinion of the police, borough and county councils was very low, and

- apathy was the underlying trend regarding crime prevention.

A number of specific tasks emerged from this meeting. One noticeable outcome was the meeting itself had a positive impact on morale amongst the business community and that, as long as they were not witnessing an over promise / under deliver situation, they could see progress being considered, if not made.

To continue the gathering of data, a number of specific outcomes were tabled. Those outcomes were: -

- A dedicated fax hotline to the police, for specifically located business units to report suspicious vehicles entering the estate. A system was set up within the police to collate, analyse and action this information in an appropriate manner congruent with both data protection and criminal intelligence handling principles.
- Site meetings were held for key repeat victims to analyse the scale of their particular problem.
- A `governing' central committee was set up with volunteers from the meeting to act as the information conduit between the statutory agencies and the estate.
- Continued analysis was to take place with regard to crime trends and patterns.
- A focus was placed on increasing the level of crime reporting to ensure that the nature and scale of the `problem' was accurately defined, removing ambiguity and gaps from the information gathering processes.

As the individual who was accountable for performance in the area, these meetings left me with little doubt. There was both a crime problem, and a public confidence issue and action was required along the lines of the success criteria I had initially set.

### **Dealing with the problem — response**

All emerging activity was led by the scanning and analysis that had previously been undertaken, although it is right to acknowledge that as with any activity in a fluid and dynamic society, situations altered, the paradigm shifted and continual scanning and analysis was required as the project emerged.

Specific activities were co-ordinated and varied. Responses included typical high police activity, media articles to restore confidence, use of other non-statutory partners to assist with specifics and the development of a business watch group. Although the problem solving methodology I was adopting was to lead to sustained crime reduction without consistent demands on police resources, the advent of some high profile police activity at the initial stages of the project were judged to have a positive effect on the communities perception of the police and the willingness to actually take action. Specific examples included:

**Action**

Multi-agency road checks of vehicles entering and leaving the estate — intelligence led to tackle specific crime problems.

**Results**

- Seventeen vehicles prohibited.
- Four people processed by the benefits Agency for fraudulent benefit claims.
- Two persons found by DSS to not exist in their systems.
- Positive press in local newspapers.

**Action**

Focused crime prevention surveys on repeat victims.

**Results**

- North West Water preventing access across the dyke to Poulton Vans, a common access / egress point for criminals.
- Poulton Vans clearing and landscaping scrubland to leave their site visible from the arterial road which passes nearby.
- Wyre Borough Council closing and locking gates to cemetery that was also a common access / egress point for criminals.
- Target hardening initiatives by Poulton Vans in line with crime prevention advice (the proprietor had steadfastly refused on previous occasions to take any action himself that would impact on his profit margins, these successes were therefore particularly noticeable).

**Action**

Forming of Business Watch for the area.

**Result**

- Business Watch formed.
- Approaching 50 members.
- All members subscribe by standing order toward crime prevention activities.
- £750 per week raised.
- Bespoke security patrols out into place.
- Security `boxes' designed and placed at the legitimate access points to the estate (containing fictitious information regarding CCTV).
- A cooperative approach to supply a vehicle, fuel & CCTV camera to augment security patrols throughout the estate.

**Action**

Wyre Borough Council reviewing impact of local council policies and procedures.

**Result**

- Appropriate action being undertaken by street lighting department.
- Road improvements to metalled roads.
- Review of policy regarding planning permissions.



**Action**

Expand membership of P.I.E. Business Watch.

**Result**

- Membership at 53 (as at 23 May 2002).

**Action**

Formalise Business Watch processes.

**Result**

- Formal meeting structure in place with local chair and secretary.

**Action**

Increase autonomy and therefore accountability of the security operation.

**Result**

- Security operation now expanded, funded totally from subscriptions without assistance from the aforementioned cooperative approach.

**Justifications for responses**

These responses were focused and targeted to achieve the maximum impact on the project's critical success factors.

They were not without individual difficulties, e.g.:

- Reluctance of business persons to actively take part; some were quite prepared to sit and criticise but not be involved.
- Reluctance for other agencies to move in a timely fashion to assist with the problem solving activities.
- Gaining momentum for the project to reach critical mass.
- Bringing a 'business like' structure to a group of primarily 'blue collar' businesses.
- Gaining local media support for a project that was not headlining, as the area lives in the shadow of Blackpool, a more headline grabbing township.

**Critical success - assessment**

This project has been successful.

Two types of measurement would initially satisfy this debate. The first would be the relevant crime statistics.

**1 November 2000, to 31 March 2001.**

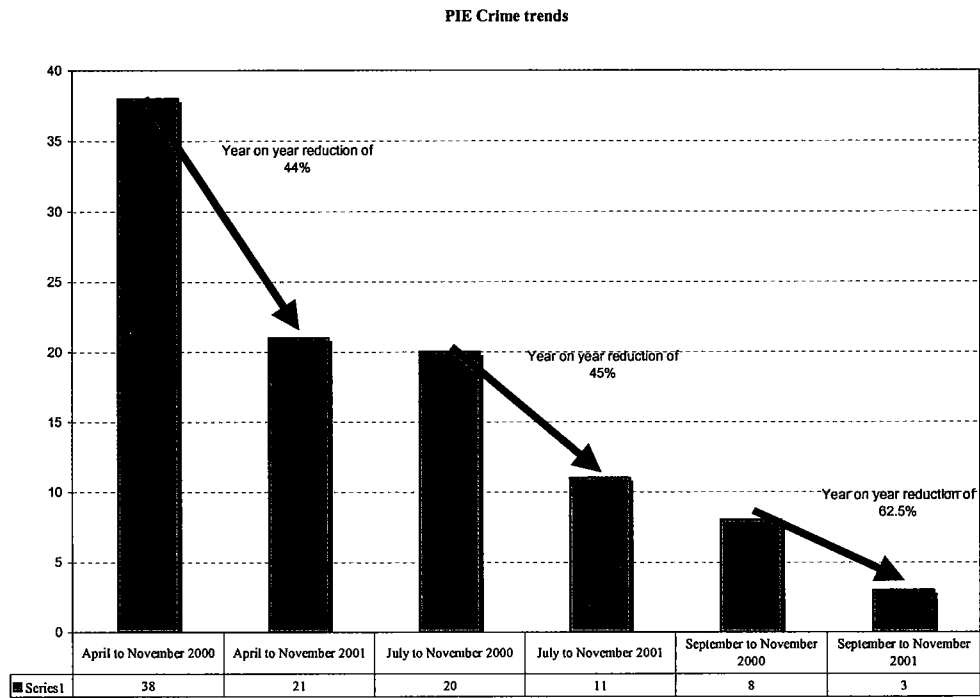
Vehicle crimes	Other crimes	Poulton Vans (repeat victim)
33	18	11

**1 November 2001, to 31 March 2002.**

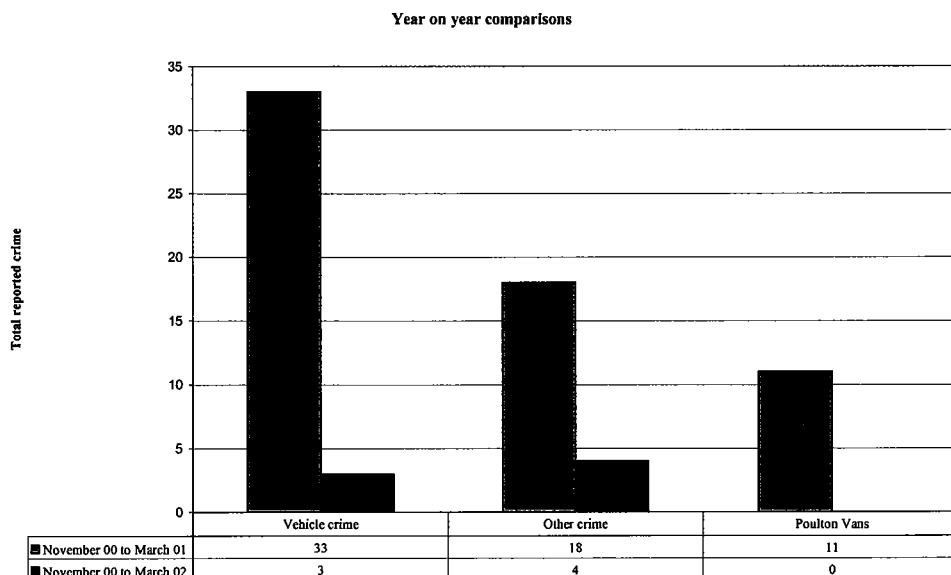
Vehicle crimes	Other crimes	Poulton Vans (repeat victim)
3	4	Nil

These statistics take on more significance if they are assessed as trends determined over the initial months of the project (Fig 1) and as direct comparisons in chart form (Fig 2).

**Fig. 1**



**Fig. 2**



## **Assessment against previously reported 'success criteria'**

### **Initial reduction in crime for the defined area.**

This has been proven in the data as explained above.

### **Initial reduction in crime for Poulton Vans, the key repeat victim.**

This has been proven in the data as explained above.

### **Sustained crime reduction for the defined area.**

This has been proven in the data as explained above.

### **Sustained crime reduction for Poulton Vans.**

This has been proven in the data as explained above.

### **A partnership approach to this activity emerging from a problem solving partnership, not merely high impact police activity.**

Lancashire County Council, Wyre Borough Council, North West Water Board, Wyre Housing and Lancashire Constabulary have all played key roles in the success of this initiative. All these agencies now work in tandem with the self governing PIE Business Watch group.

### **Increased public confidence from within the estate.**

Two letters in support of the activity contained in this report are attached to this paper, appendix 7 and appendix 8. These reports are indicative of the general position.

### **Sustained public confidence from within the estate.**

This is now fact and recent telephone calls by the author to enquire regarding progress generated the answer 'it's great now, why are you asking?'

### **Low levels of police activity over a period of sustained low crime in the defined area.**

Police activity is naturally low, as the area is no longer a crime 'hot spot'. Whilst this is an operational and tactical response from a strategic perspective, contact and liaison is still maintained with the Business Watch to retain a positive, intelligence led approach to what has become daily business.

### **Other criteria for submission**

This 'blue print' is now being rolled over to the other industrial estate in the Poulton area. The Thornton project is being run along similar lines, with constant cross fertilisation of ideas across these two projects. Poulton Industrial Estate was a one off project; its success has withdrawn the requirement for continued crime reducing action in this arena.

### **Future plans include:**

Purchase of 'speed camera' type equipment for entrances to the estate, to give further emphasis to the target hardening approach.

Redesign of estate entrances by Wyre borough Council to further enhance estate quality.

Further strengthening of the Business Watch scheme.

Estate wide CCTV.

**The following appendices example the evidence of this paper.**

Appendix 1 Example 'hut' at estate entrance

Appendix 2 Aerial photograph of the estate

Appendix 3 Aerial photographs of the estate showing Poulton Vans and cemetery border

Appendix 4 Map of the estate showing Business Watch members

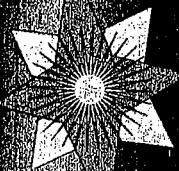
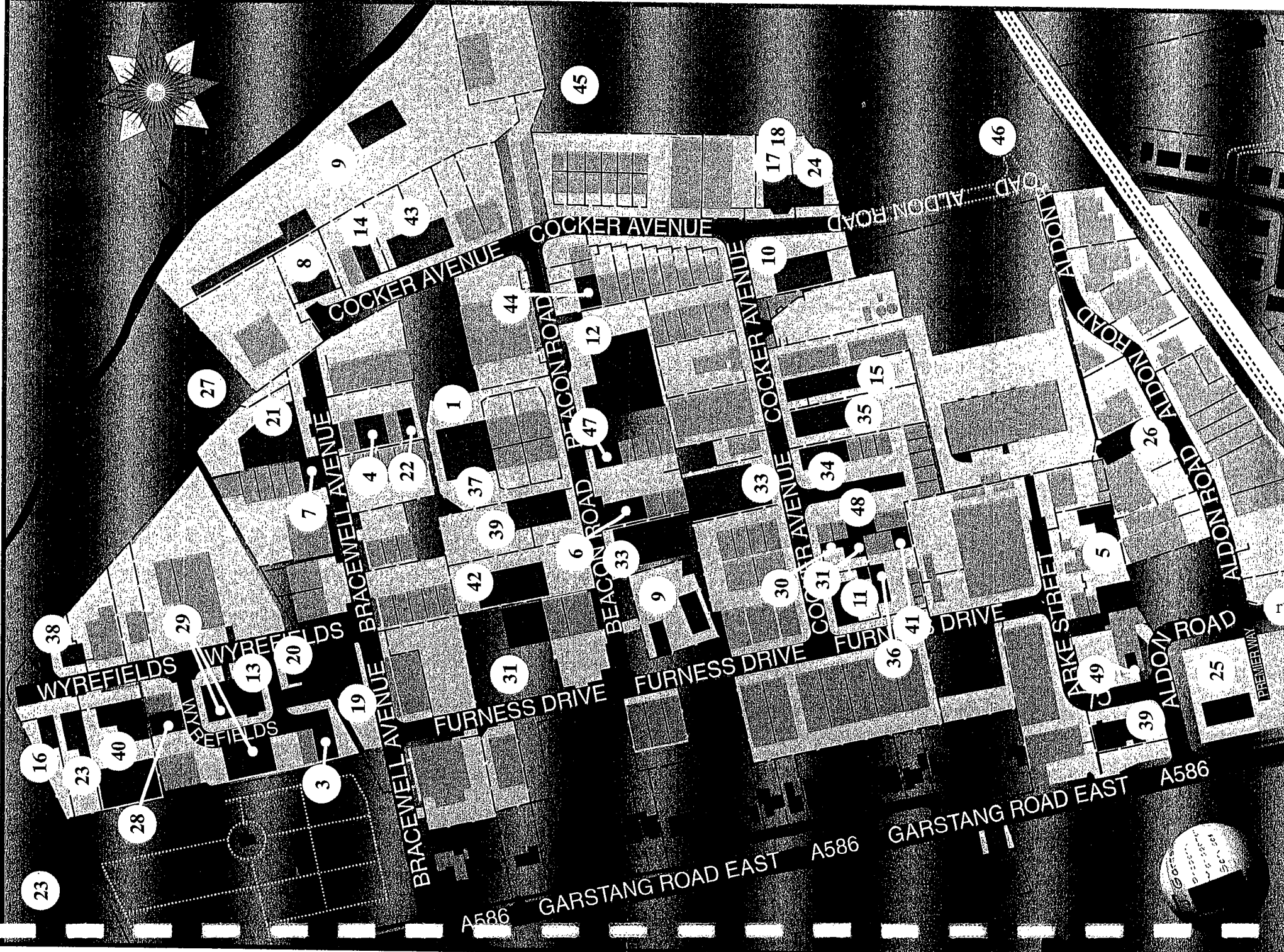
Appendix 5 List of members

Appendix 6 Chart detailing year on year crime comparisons

Appendix 7 Letter from Poulton Vans

Appendix 8 Letter from PIE Business Watch

Appendix 9 Local press article



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WYREFIELDS

WYREFIELDS

BRACEWELL AVENUE

FURNESS DRIVE

COCKER AVENUE

BEACON ROAD

FURNESS DRIVE

COCKER AVENUE

FURNESS DRIVE

GARSTANG ROAD EAST

ALDON ROAD

ALDON ROAD

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# Appendix 5.



## Register of Members

Committee Copy  
Version 2 - November 22, 2001.

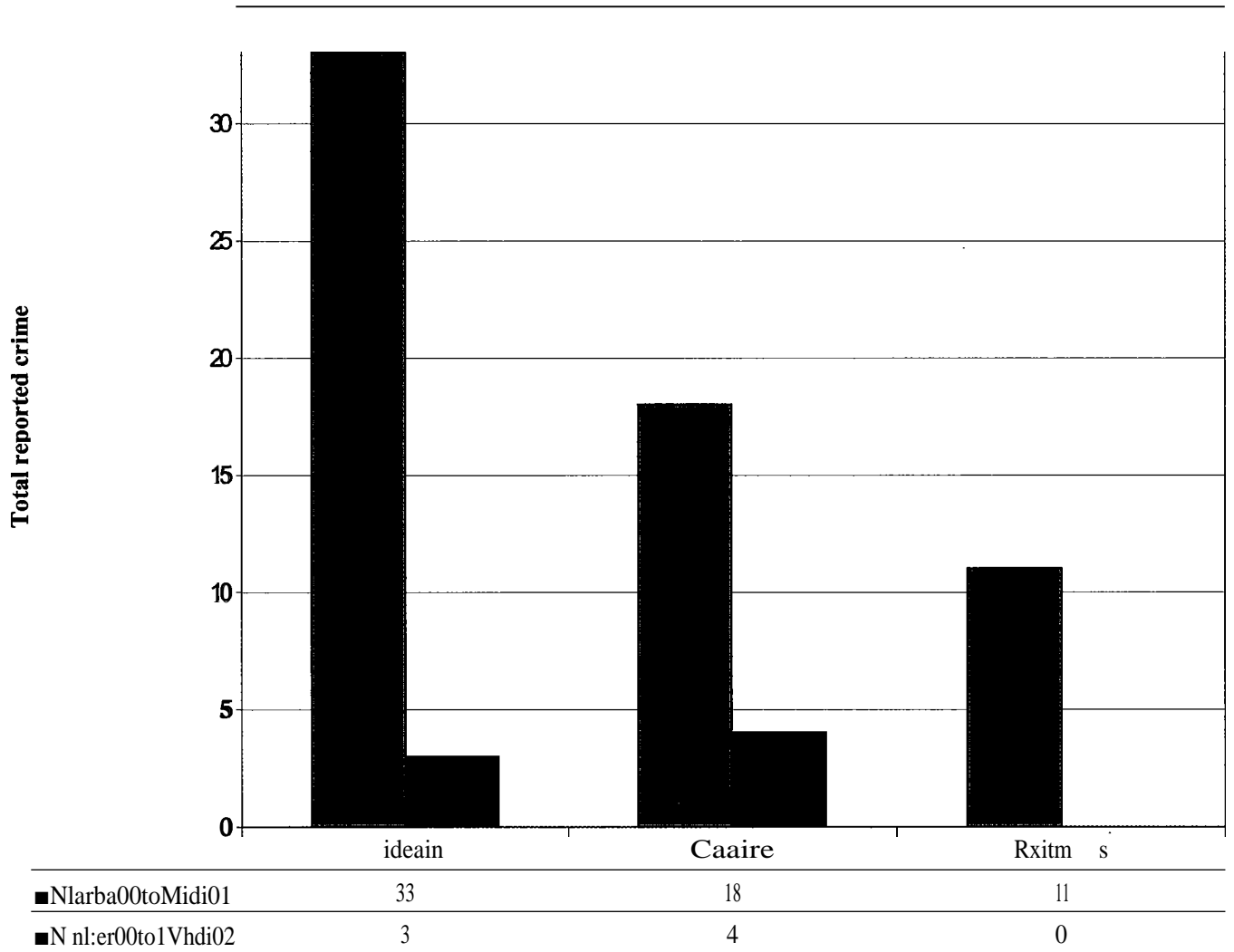
## Register of Members

Anonymous 2	001	Eric Valiance Transport Services Ltd	<b>026</b>
FX Leisure	002	Fylde Skip Hire Co.	027
National Baler Services	003	Ward Heating Mechanical Services	028
Bri-met Ltd	004	Fylde Precision Engineers	029
Simmons Transport Ltd	005	S.J. Gartside PMS	030
Deltec Industries	006	Gartside Bros Ltd	031
Lonican's Bakery	007	S. P. Gartside	<b>032</b>
Stately Stone	008	Edge & Thompson	033
Frank Smith Skip Hire	009	Ales Direct	034
Blackpool Tool & Die Co Ltd	010	Beechwood Engineering	035
Anonymous 3	011	Specialised Breakdown Services	<b>036</b>
Spimin Developments Ltd	012	Virgo Sheetmetal Ltd	037
Storepar Ltd	013	Wyrefields Garage	038
Brands Scaffolding	014	Moorland Motors	<b>039 -</b>
Northern Citrus Products	015	V.A. Whitely	040
Malcolm McCulloch & Sons Ltd	016	Robin Ross Media	041
Affordable Window Systems Ltd	017	Ribble Valley Soft Drinks	042
Thermal K Shield Lancashire Ltd	018	Lebus International Engineers Ltd	043
21st Century PVC-u Ltd	019	Brian Guest	044
Carl Josef Kitchens	020	Ryan Utility Services	045
Anonymous 1	021	Anonymous 4	046
Adrian Leen Motor Engineers	022	Autographix Signs	047
Poulton Van and Car Sales and Hire	<b>023</b>	Speedbore Diamond Drilling	048
Archway Travel	024	R.L. Thursz & Co	049

# Appendix 6

Chart detailing year on year crime comparisons

Year on year comparisons





**Wednesday, October 31, 2001 .**

**Inspector Anderton  
Lancashire Constabulary  
Poulton Police Station  
Market Place  
Poulton-le-Fylde**

Dear Inspector Anderton

**RE: Poulton Industrial Business Watch.**

As you know I represent a number of both landlords and tenants, in my role as managing agent, for approximately one quarter of the property on the industrial estate. It is in this capacity that I take part in the business watch, so on their behalf, my I thank you for the work you have done in the partnership.

The results achieved by this partnership have been impressive, not only have levels of crime reduced considerably, but there is an improved confidence in security across the estate.

On an individual level may I relate my own experiences to you, by way of encouragement.

The principal goal of my own work, is to find tenants for rented property. Since the 9/11 incident I have received only 2 enquiries, which have both been in the past week. However, both inquirers already knew of the security measures the business watch has in place, and acknowledged that this had positive benefits to the location and had been a factor in approaching me.

One already had property on the estate, the other was looking to relocate and had felt that the estate at Poulton was a prime consideration for them. Unfortunately I was only able to help one of them, but needless to say the point had been made.

Kind Regards

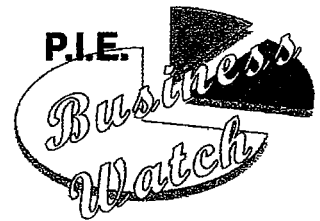
S.J. Gartside



# Poulton Industrial Estate Business Watch.

io The Estate Office, Cocker Ave, Poulton-le-Fylde. FY6 SJU  
,ostmaster@gmside.00.uk Website. www.gartside.co.uk/bw.htm

.drian Lem:- 01253 892422  
even Gartside:- 01253 886336  
MichaelAme1L  
reasarer.- Anne Linney (R.LTHURSZ & Co)



6 E O

Wednesday, October 31, 2001

**Inspector Anderton  
Lancashire Constabulary  
Poulton Police Station  
Market Place  
Poulton-le-Fylde**

Dear Inspector Anderton

**RE: Poulton Industrial Estate Business Watch.**

Please accept this correspondence as a mark of appreciation from us all, for the time and effort you have devoted to the business watch initiative.

Over a short period of time, we have seen crime on the industrial estate fall, to the extent that we are not aware of any incident in the last 30 days. We do not suggest that crime has been eradicated, but the results observed to-date, exceed the expectations we all held at the outset

The success so far, together with the measures now in place to tackle crime, have produced a definite impact in the communities approach to security, and reduced its fear of crime.

The business watch membership has now grown to thirty six, with more businesses joining at a surprising rate. Progress has been quite impressive since you assumed command of the area and identified the problems facing our business community.

The persistence shown by the police, when initial interest from the businesses on the estate faltered, ensured that the overall dissatisfaction with the crime endured by a majority of businesses, has been turned into a forceful will to do something about it.

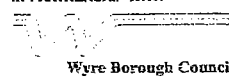
The advice obtained from yourselves on the growing number of 'security initiatives, such as the security patrol that has been established, has enabled us to target crime efficiently, providing the maximum results from the resources we have.

You undoubtedly find your own satisfaction, as a police inspector, from the reduction in crime on the estate. You should also draw encouragement from the rising awareness amongst members and non-members alike, of the commitment being made by the police to this partnership.

***Poulton Industrial Estate  
Business Watch***



IN PARTNERSHIP WITH



Lancashire Constabulary

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Endorsed By: Deputy Chief Constable Paul Stephenson

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# Lancashire Constabulary

**Paul R Stephenson QPM** Assistant Chief Constable (Designate)

Lancashire Constabulary Police Headquarters PO Box 77 Hutton Preston  
Telephone: 01772 618206



29 May 2002

Home Office Policing and Reducing Crime Unit  
Clive House (Room 415)  
Petty France  
London  
SW1H 9HD

## **The Tilley Award 2002**

As Chair of the force 'Problem Oriented Policing Steering Group' I am delighted to forward Lancashire Constabulary's nominations for the Tilley Award 2002.

There has been an enthusiastic response from the force's divisions/departments in respect of this Award, therefore the Lancashire Constabulary is submitting a total of 19 applications, all of which have been quality assured.

I personally endorse each individual entry and commend each one on its own particular merit. Many of the nominations were used as case studies in the Constabulary's own Annual 'POP' Conference that took place in May of this year.