



## Home Office

### Crime Reduction & Community Safety Group

#### Tilley Awards 2008 Application form

Please ensure that you have read the guidance before completing this form. ***By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the guidance.*** Please complete the following form in full, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to [tilleyawards08@homeoffice.gsi.gov.uk](mailto:tilleyawards08@homeoffice.gsi.gov.uk).

All entries must be received by noon on **Friday 25<sup>th</sup> April 2008**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811.

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

1. Title of the project: **Uxbridge Business Against Crime**
2. Key issue that the project is addressing: Crime and Anti-Social Behaviour in Uxbridge Town Center

#### **Author contact details**

3. Name of application author: Sergeant Anthony Bennett
4. Organisation submitting the application: Metropolitan Police – Hillingdon Borough
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#### **Secondary project contact details**

8. Name of secondary contact involved in the project: Inspector David Partridge
9. Secondary contact email address: David.G.Partridge@met.police.uk
10. Secondary contact telephone number: 01895 246 1415

**Endorsing representative contact details**

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

12. Endorsing representative's email address: lestyn.Prosser@met.police.uk

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

**14. Please mark this box with an X to indicate that all organisations involved in the project have been notified of this entry** (this is to prevent duplicate entries of the same project):

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

**Scanning:**

Business crime not only affects the shops and businesses within a particular area, but it also impacts on those looking to shop and socialise and on residents who live nearby. If Town Centres do not tackle it, crime will threaten the trading environment and impact on profitability. Uxbridge in 2005 was facing rising crime with shoplifting increasing 9% on the previous year and pick pocketing by 113%. Its' partnership approach focused heavily on a radio-link system but this was ineffective as a working tool to combat the increased number of offenders. The scheme they were operating was not inclusive of all communities within Uxbridge, lacked top-level support, importantly lacked effective communication with the local police and worryingly was not compliant with the data protection act.

**Analysis:**

Overall crime increased 5% in 2005 compared to 2004. The breakdown is included in the table below:

<b>OFFENCE</b>	<b>2004</b>	<b>2005</b>	<b>INCREASE / DECREASE</b>
ABH/GBH/COMMON ASSAULT	548	537	-2%
ROBBERY	81	71	-12%
PICK POCKETING	117	250	+113%
CRIMINAL DAMAGE	668	619	-7%
SHOPLIFTING	527	574	+9%
SNATCHES	39	37	-5%
TOTAL	1980	2088	+5%

Analysis at the time also indicted that victims were not being served by the current communication link, offenders were taking advantage of this and locations where offences and anti-social behaviour occurred were not being recorded effectively enough to enable effective planning

**Response:**

To address the problem a comprehensive and inclusive partnership approach was initiated under the 'Uxbridge Against Crime' (UBAC) banner. This addressed concerns around communication, police involvement, lack of intelligence and general partnership working. UBAC has become a dedicated, formal and pro-active partnership.

The scheme was designed to be inclusive and to serve all members of the community to achieve long-term results through adopting a problem solving approach to issues.

## Uxbridge Business Against Crime (UBAC)

### **Assessment:**

The success of UBAC's approach to dealing with Town Centre issues has been clear from the reductions achieved in nearly all areas of Town Centre crime in Uxbridge. The table below shows in detail crime figures over the three years from when UBAC was first initiated:

<b>OFFENCE</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>INCREASE / DECREASE</b>
ABH/GBH/COMMON ASSAULT	537	452	331	-20%
ROBBERY	71	120	79	+11%
PICK POCKETING	250	250	177	-16%
CRIMINAL DAMAGE	619	581	437	-29%
SHOPLIFTING	574	471	411	-28%
SNATCHES	37	32	26	-29%
TOTAL	2088	1833	1593	-23%

**State number of words: 386**

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

**Scanning:**

Business crime is a significant national problem costing £19 billion a year with shoplifting alone costing retailers in excess of £1 billion. A more human cost of business crime is demonstrated in the figure of 43 violent incidents being recorded against staff per 100 outlets in 2003.

These stark figures prompted the Uxbridge Town Centre Manager, Andy Stubbs, to look at ways of tackling crime in Uxbridge. With responsibility for sustaining the profitability and development of Uxbridge as a business centre, he was very aware that the level of crime that was being experienced prior to Uxbridge Business Against Crimes creation could impact on the trading environment and hence profitability. Shops would close meaning less choice for customers, and businesses would close as customers went elsewhere leading to significant degeneration. This degeneration in turn would lead to an increase of fear and crime in the Town.

It was also considered that the human cost of physical and verbal abuse against staff would also have a negative impact on morale and confidence leading to increased absenteeism and recruiting issues. Crime would also divert management time from key responsibilities, increasing stress levels within organisations in Uxbridge Town Centre.

All the above problems and consequences of crime drove the creation of Uxbridge Business Against Crime, commonly known as UBAC, with its primary aim being the reduction of crime so that Uxbridge would remain competitive, safe and secure, for businesses, staff, customers and visitors alike.

Prior to UBAC there was just a radio scheme being operated in Uxbridge. This scheme existed without any clear guidance on protocols regarding the sharing of data. A new scheme was needed that would be compliant with the data protection act. There was also a need to share best practice amongst partners. In the creation of UBAC, the Town Centre Manager was guided by the Business Crime Advisor from Action Against Business Crime, who were supported by funding from the Home Office. A steering group was also created involving the main stakeholder elements in the Town, including Police, TFL, local councillors, various council departments, Uxbridge College and management from the two shopping centres and other key members of the local community. This group initially helped identify the problems Uxbridge faced and then tailored UBAC to its' specific needs.

The steering group moved from an initial position of disagreement as to the extent of the problem of crime in the Town Centre to an acceptance that the UBAC model was the way to proceed. Once this was agreed, a decision was made to add the UBAC partnership fee to those already on the radios, to provide a revenue stream that would enable a part-time Business Crime Manager to be employed. This role is being covered by the police at present under a Special Services Agreement. Town Centre Management continue to contribute additional funds to cover costs of extra radios for the local Metropolitan Police Safer Neighbourhoods Team, and the cost of IT and internet connection for a computer with the access to a package called the National Business Information System (NBIS). The one-off costs of procuring NBIS at around £15,000 were covered by the Town Centre Manager through a deal with ACTION against Business Crime.

**Analysis:**

The UBAC partnership was initiated in September 2005 and as noted above, there was some scepticism amongst the partners as to whether there was a problem to solve at all. However analysis of crime reports at the time made it clear that there was a need to reduce crime in Uxbridge which was showing an increase in crime for key Town Centre offences compared to the previous year. By January 2006 it became clear that there was a problem and that UBAC was needed to resolve this. Although there was a good reduction in robbery offences and criminal damage between January 2005 and December 2005 compared with the same period in 2004, there were significant increases in shoplifting and pick pocketing. Overall crime increased 5% in 2005 compared to 2004. The breakdown is included in the table below (Figures taken from Police CRIS crime reporting tool and cover all of the Uxbridge North and South wards which make up the Town Centre):

Uxbridge Business Against Crime (UBAC)

OFFENCE	2004	2005	INCREASE / DECREASE
ABH/GBH/COMMON ASSAULT	548	537	-2%
ROBBERY	81	71	-12%
PICK POCKETING	117	250	+113%
CRIMINAL DAMAGE	668	619	-7%
SHOPLIFTING	527	574	+9%
SNATCHES	39	37	-5%
TOTAL	1980	2088	+5%

Shoplifting and pick pocketing were, and are, two of the main concerns of retailers and the increases shown in these helped galvanise the UBAC steering group

Although significant inroads were made into robbery and criminal damage offences, these did not directly affect retailers and businesses as much as the two offences noted above and could not prevent the overall increase in crime.

It was felt that the current reliance on the radio system as the single tool for partnership working was not sufficient and that there was a disjointed response to the crime issues that the town was facing. There was a general lack of partnership working, not only between the businesses themselves, but also with the police.

There was a perceived lack of police support for retailers, a hap hazard system of information sharing which was potentially breaking data protection laws, a lack of action being taken against repeat offenders and a general lack of communication between the different elements of the Town Centre Community. All this together with a general lack of structure to the previous scheme meant that there was no long-term view taken to resolving Town Centre issues.

To analyse the problems further using the Problem Analysis Triangle, victims of crime in the Town Centre were not communicating effectively with each other leading to a loss of shared intelligence and best practice knowledge. There were a wide variety of victims including shoppers, businesses themselves, shop staff, Uxbridge College Students, bus and tube users, licensees and also police, who found their time being consumed by high street issues.

Offenders took advantage of this lack of communication, as it was harder for partners to identify who were causing problems repeatedly in the Town Centre. Also when a person was banned from one store, this was not communicated effectively to the others and so the person could freely enter other stores despite being a prolific offender and cause them the same problems.

Where offences were happening was also unclear as although crime reports provided some information, not all offences were reported hence an incomplete picture of crime was being collated. Also crime reports did not cover general anti-social behaviour that was occurring in the Town Centre, which was a greater concern to many shoppers and retailers than the crimes being committed. This lack of information on offence location made it harder for officers to tackle issues and also harder for them to analyse exactly what was happening in order to help create long-term solutions.

**Response:**

To address the problem a comprehensive and inclusive partnership approach was initiated under the 'Uxbridge Against Crime' (UBAC) banner.

Ownership of UBAC was carefully decided so as to ensure that no one partner was responsible for it's success or failure. At its initiation responsibility for UBAC was split between Police, London Borough of Hillingdon Town Center management and the major retail centers, an arrangement that currently still exists. This has ensured the continuity of UBAC despite changing personnel and fluid organisational structures.

The introduction of the UBAC scheme gave an important focus to problem solving in Uxbridge Town Center and increased partnership working and communication began to occur.

One of the key successes of UBAC was obtain the support of the London Borough of Hillingdon Council at an early

## Uxbridge Business Against Crime (UBAC)

stage. This led to UBAC being given prominence in meetings which were aimed at the improvement of Uxbridge, in terms of transport, environment and crime reduction. Over the last few years this has given all partners an understanding of the UBAC scheme, which has in turn led to increased support by both the local government and private businesses who have become responsive to its aims and often offer important support.

This ideological support turned into financial support in recognition of the impact that UBAC was having in Uxbridge. An IT platform, the National Business Information System, was brought in to co-ordinate incident reports from UBAC partners and to create a tool for statistically analysing UBAC's progress. Also the Town Centre Manager negotiated a Special Services Agreement with the Metropolitan Police under which £10,000 is paid to police in order to provide help with UBAC's co-ordination and to fund extra police resources during operations and the Christmas period.

Owing to the success and strength of the backing for UBAC, its members have grown year by year. Members not only include those from the main retail and licensed premises, but also Uxbridge College and First Group Buses; UBAC is also looking to include Brunel University which is near to Uxbridge Town Centre.

UBAC has become a dedicated, formal and pro-active partnership. The main aspects to this scheme are detailed below:

- It has its own Business Crime Manager who is supported by a steering group and board of management representing the key areas of the community
- The police provide photographs of the most prolific, current and active individuals involved in crime, disorder and anti-social behaviour that affect business
- Members submit incident reports to the Business Crime Manager for entry onto the National Business Information System (NBIS) database to enable information to be collated, shared and disseminated for members
- The database is a powerful tool in the fight against crime, providing information previously unavailable.
- The partnership operates within strict protocols (agreed by ACPO and the Office of the Information Commissioner).
- The partnership manages and operates an Exclusion Notice scheme barring persistent offenders and troublemakers from all members' premises.

### **Victims**

As well as attending strategic meetings aimed at the improvement of Uxbridge, UBAC holds its own meetings that are tailored towards the victims of retail crime, licencees and other UBAC members. These meetings give the opportunity for partners to be updated as to the latest crime trends, advice on dealing with those committing crime and other incidents they face, and also provides them with the opportunity to address their own concerns on Uxbridge crime.

Concerns and issues from these meetings are fed back into the influential Uxbridge Initiative meetings which consist of various groups and individuals, including council members, with an interest in the development and promotion of Uxbridge. These meetings are high level and strategic and over the last year have helped push through, address and promote UBAC and the problems raised by the UBAC partners. The Uxbridge Initiative in recognition of the belief it had in UBAC also provided, and still provides, funding to UBAC.

Training is also provided where necessary in order to prevent shops, pubs and bus operators becoming victims of crime. In the last year these have included training on usage of the ShopSafe radio system, training on identifying pickpockets and on preventing pickpocket offences, advice and assistance to shops in preventing and dealing with shoplifters.

Partners also are provided with a ShopSafe radio which has become more effective with the increase in members. This has led to partners feeling safer and allows quick time partnership working between retailers, security and police, who also have a quantity of radios provided to them under the UBAC scheme. The radios link police to the council CCTV, shopping center CCTV rooms and to all scheme members with a radio.

Through UBAC police and the Hillingdon Crime Prevention partnership have been allowed access to the main shopping centres and have been able to utilise the crime prevention bus in the middle of the High Street. During these sessions crime prevention material and verbal advice is given covering robbery, pick pocketing, motor vehicle

crime, etc.

The impact of these sessions is significant, for example during one session in The Chimes Shopping Centre hundreds of lanyards which attach purses to handbags, were given out in order to prevent pickpocket offences together with over 400 crime prevention leaflets. The success of this crime prevention session was highlighted in a prominent article in the main local newspaper. Without the UBAC partnership being in place these events would have struggled to have been put on in the middle of the town Centre as regularly as they are. UBAC also helps to fund items for these events.

### **Offenders**

As part of the UBAC initiative offenders are dealt with in a number of ways which allows for a sliding scale of action dependant upon either the severity of the incident or the number of times they have come to UBAC's notice. UBAC partners complete incident reports and named suspects are sent UBAC warning letters in the first instance. If the incident is of a serious nature or the suspect is a repeat offender they will then be put forward to a UBAC exclusion meeting where a decision will be made on whether the person should be banned from all UBAC member's premises.

During the Uxbridge Against Crime meetings, packs are distributed to those organisations that are part of the initiative. These packs include photos of those that are currently excluded from UBAC premises under the scheme. 20 people were excluded in 2007. The incident reports gathered through the UBAC scheme have also led to police gaining 2 ASBO's.

All incidents are recorded on specially created forms and are entered onto the NBIS computer package. This is used to identify and target those persistent offenders and troublemakers who commit the majority of crime. NBIS holds details of incidents, sightings, intelligence and other information and compliments existing police systems, which tend to focus on arrest and convictions. The information collated helps drive the Exclusion notice scheme.

Through the financial support offered by UBAC and the increased willingness of partners to work with police, a number of operations are ran on a regular basis targeting offenders active during both the day time and night time economies. In 2007 these have included over 7 plain-clothes pick pocketing operations in Uxbridge Town Centre and 3 knife searching and revenue operations at Uxbridge Tube Station. Operations targeting anti-social behaviour by youths and drug dealing have also been conducted in 2007.

### **Locations**

Through UBAC a number of initiatives around locations have been implemented that have led to reductions in both crime and anti-social behaviour. These have included changes in the way the Town Centre and other areas are policed. They also include changes to shops and high streets themselves. Examples of work around locations are given below:

Policing wise, under the UBAC banner, training was undertaken directly with the security of The Chimes shopping centre. Through the UBAC partnership it became clear that the expertise of police would be of value to the retail partners who were frequently being targeted by pick pocketing gangs. The security personnel from the shopping centre were given advice on recognising pickpockets and potential victims and on providing crime prevention advice. They were also given a police perspective on how the shopping centres would be patrolled by police, including the wearing of hi-visibility jackets.

UBAC was also instrumental in removing a large raised flowerbed in the Town Centre which became a focal point for disorder. Youths used to congregate in this area which shoppers found intimidating, particularly as it was situated near to the local Tesco's store. Since the removal youths have stopped congregating in this area. Similarly benches near the local bus depot were removed, as they had become an area where only youths would congregate, drink in the street and involve themselves in low-lever anti-social behaviour.

Partners are also instrumental in the Street Clean initiative. On every Friday night up to midnight, police, security staff, the council environmental team and London Borough of Hillingdon (LBH) CCTV join forces to identify anti-social behaviour in and around the Town Centre and areas which need cleaning which could encourage ASB and crime. If anyone is found urinating in public they are asked if to mop-up their own mess. If they refuse then police assess to see if there is any evidence of a public order offence which would be suitable for a Penalty Notice Fine. During these evenings a licensing check of all pubs and clubs is conducted, occasionally together with LBH licensing officers.

**Reviewing and Sustainability**

UBAC is reviewed quarterly throughout the year at a meeting of the UBAC steering group. During these meetings all aspects of the scheme in relation to membership, incident reports, data protection and administration are reviewed. The results and actions of these meetings are then further brought up and reviewed at the Uxbridge Initiative meetings mentioned above. An AGM of the steering groups also occurs so that the yearly performance can be assessed.

Early in 2007 one of the UBAC steering meetings identified that the scheme was waning in terms of incidents being reported and offenders being excluded from partner premises and organisations. This had resulted owing to the departure of a Police Officer who had been responsible for UBAC, and also the Town Centre Sergeant who moved to another position within the police. This hi-lighted that the scheme was sensitive to personnel changes and work was undertaken to ensure its' long term sustainability. The Sergeant and Police Officer that came in after the departures immediately set about creating a more organised and rigid structure to UBAC member meetings and the collecting and dissemination of information. This lack of structure meant it took a significant amount of time for the new police team to work out how everything fitted together and how meetings were organised. The new structure that was put in place, together with new levels of administration and organisation, was designed so that if anyone left the UBAC team it would not impact on its running and effectiveness.

Community engagement is also an important part of UBAC and a UBAC update is provided to the Uxbridge North Ward Panel by the Safer Neighbourhoods Team. This gives representatives from the broader community a chance to hear what UBAC has achieved and offers them a chance to comment on its value and effectiveness. Twice a year community consultation events are held in and around the Town Centre, where once again people are informed about UBAC and given opportunities to ask questions about it and Town Centre policing in general

**Assessment:**

The success of UBAC's approach to dealing with Town Centre issues has been clear from the reductions achieved in nearly all areas of Town Centre crime in Uxbridge. The table below shows in detail crime figures over the three years from when UBAC was first initiated. Each column denotes the number of recorded crimes for each specific crime in the Uxbridge North and South wards which cover Uxbridge, with the last columns showing the percentage of any decrease or increase from 2005 to 2007:

OFFENCE	2005	2006	2007	INCREASE / DECREASE
ABH/GBH/COMMON ASSAULT	537	452	331	-20%
ROBBERY	71	120	79	+11%
PICK POCKETING	250	250	177	-16%
CRIMINAL DAMAGE	619	581	437	-29%
SHOPLIFTING	574	471	411	-28%
SNATCHES	37	32	26	-29%
TOTAL	2088	1833	1593	-23%

As can be seen in the statistics above, the overall reduction in crime since the introduction of UBAC is 23%, with only robbery showing any increase. Robbery has however declined 49.2% over 2007 as UBAC has become more cemented in the working practices of the various members and UBAC has increased in size.

In fact 2007 was the year when UBAC, as a long-term problem solving initiative, began to demonstrate its effectiveness as a partnership tool. The NBIS system described above, clearly shows significant year on year improvement between 2006 and 2007 as shown below:

## Uxbridge Business Against Crime (UBAC)

	2006	2007	INCREASE / DECREASE
Number of offenders added to database	291	580	+99%
Total incidents reported by members	350	751	+114%
Police involvement in Incidents as a percentage	61% of incidents	73% of incidents	+12%
ASBO's issued	0	2	
Total number of exclusions	11	23	+109%
Number of incidents where violence was involved	47	10	-78%

The number of incidents reported is not a reflection of more incidents occurring, but is a result of partners believing more in UBAC's ability to make a difference.

As can be seen from the two tables above, the significant improvements over 2007 in the gathering of intelligence from members and the increased interaction of police in incidents is correlated to the crime reductions.

There is also clear quantitative evidence of UBAC's success, seen in its growth and confidence of its' members. In the last year membership has grown to 70 businesses out of the 300 retailers in the town. A recent recruit is the main bus operator. Uxbridge College has also sponsored a PCSO to work in the college and the immediate environs to help reduce anti-social behaviour, promote student safety, provide a link between local residents and the college, to assist with issues and enact long-term problem solving initiatives. If UBAC had not been as successful as it has been, the confidence of the college to take this step may not have been there. UBAC is now looking to see if Brunel University would like to become another partner. They are already on the Uxbridge Initiative group overseeing UBAC, and it is hoped UBAC's success over the last year will encourage their participation.

Funding has also been agreed for the coming year and at the last AGM in February all members present from the steering group recognised its' success in driving down crime and improving partnership working.

The usefulness of the funding which UBAC is backed up with can also be seen in how it has helped with Town Centre policing during the busy Christmas period. A Christmas operation was run involving daily hi-visibility policing complemented by occasional plain-clothes patrols and was ran with assistance from the Uxbridge Business Against Crime Partnership. As part of this Operation the Safer Neighbourhoods Team, utilising a Knife Arch and Transport for London Revenue Inspectors, also conducted an early evening operation at Uxbridge Tube Station. In comparison to the previous December period, this intensive policing of Uxbridge Town Centre led to an 85% fall in robberies, a 67% decrease in shopliftings and a 20% reduction in criminal damage offences.

### Conclusion

This project demonstrates that working in partnership can provide great benefits and strengthen wider partnership working in other areas. Partners have realised that they are doing something worthwhile that is making Uxbridge even safer for both office workers, retail staff, shoppers, students and police, and there is clear evidence that their efforts are impacting on criminals looking to commit offences. This has strengthened the commitment of the wide range of partners included in the scheme.

It was set-up in response to a challenging environment where crime year on year was rising and demand for a response to this was growing. The radio-link scheme on its own was faltering and was not suitable for cohesive partnership working. UBAC turned this situation round to offer a solution that enabled far superior communication and information sharing between partners, but also created a re-invigorated spirit of community and responsibility. As demonstrated above, this engagement from all parties has born fruit in the large crime reductions achieved.

UBAC's success is down to integration within the varied tapestry of Uxbridge life where all members of society have the opportunity to interact and offer their thoughts on UBAC, from college students, shoppers, retail staff to Shopping Centre Managers, Police and Councillors. It is inclusive and is thriving owing to this. This enables a true problem solving approach to resolving issues owing to the ability to consult on issues and drive through change.

2007 was an important year for UBAC. It was the year it grew-up and became the success that it is, not only for the short-term, but also for years to come which is in the true spirit of problem solving.

**State number of words used: 3,992**

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



Supt Prosser Tilley  
Letter.doc...

**Checklist for Applicants:**

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form?  
Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

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