

## Tilley Award 2003

### ' Making the Difference'

Crime and Disorder Reduction

Lothian and Borders Police

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## Making the Difference

### 'A Responsive Approach to Working With Young People'

#### The Problem

In October 2000 Lothian and Borders Police launched a Youth Strategy that provided the overarching principles and methodology for tackling youth crime and related issues. A key principal within the Youth Strategy was the necessity to positively engage with young people and to reduce the incidence of confrontational contact with police officers. **'Making the Difference'** was 'C' Division's (western Edinburgh) long-term response to tackling youth crime and disorder.

#### The Nature of the Problem

Between 1<sup>st</sup> April and 30<sup>th</sup> September 2001 a total of 4158 youth related incidents were recorded. This figure reflects the number of calls made to police concerning a wide variety of behaviour by young people, ranging from violent and disturbing behaviour, consumption of alcohol, to game playing and more general nuisance behaviour. Within these categories a number of crime types were identifiable and these were, assault, theft, misuse of drugs, offensive weapons, road traffic offences, vandalism and other miscellaneous offences. The vast majority of these calls were concentrated between the hours of 1800 – 2300 hours.

#### The Response to the Problem

A response was developed that provided all Divisional officers with a framework to allow them to engage positively with young people. A guiding principle of **'Making the Difference'** was to recognise that youth crime and disorder appeared on a scale within which one single action could have little or no impact on solving the problem on a long-term basis. **'Making the Difference'** broke the problem down into smaller more manageable elements to which more staff could engage with and contribute. **'Making the Difference'** concentrated on five key areas and designed new working practices within each of these areas in order to achieve success.

1. Taking the Call – call grading ensured a response commensurate with the callers concerns and fears, within an explicitly communicated timeframe.
2. Operational Response – training and improved intelligence gathering tools were provided for all operational officers, this introduced a more cohesive and corporate response.
3. Follow up Response – working practices were reviewed and amended where appropriate. This change, together with improved use of IT support enabled comprehensive information on offenders to be maintained and shared with partner agencies.
4. Improving Communication – improved briefing material, intranet briefings, special bulletins and feedback were a central feature of providing staff with information. In addition positive marketing materials were created to promote Making the Difference both internally and externally.
5. Working in Partnership – more effective intervention was promoted through the collection, analysis and sharing of intelligence. Joint patrolling with youth work teams and effective intervention with parents and repeat callers was undertaken.

#### The Impact of the Response

A six-month review revealed youth calls in western Edinburgh were reduced by 45%. Reported vandalism reduced by 10%. The number of persons under 18 years reported for criminal behaviour down by 6% and the number of police reports submitted to the Children's Reporter down by 14%.

*Note: - Since the introduction of MtD policing within Edinburgh has been restructured resulting in the creation of a single police Division for Edinburgh. The process of introducing Making the Difference for the whole of Edinburgh has commenced.*

## *'Making the Difference'*

### *A Responsive Approach to Working with Young People*

#### **1 Youth Crime and Disorder – A Modern Phenomenon?**

- 1.1 Youth crime and disorder creates a genuine fear of crime amongst those members of the public who become victims and places a heavy demand on police resources. Youth crime is not a modern circumstance; it is the natural occurring result of the growth of our young people into adulthood.
- 1.2 The impact and evidence of youth crime and disorder have been well documented. Research has consistently demonstrated that young people are disproportionately responsible for a large amount of crime and young males are the most likely victims of violent attack.
- 1.3 In October 2000 Lothian and Borders Police published a Youth Strategy, which outlined the overarching principles and methodology for tackling youth crime and related issues. The strategy recognised that all officers and support staff could be involved in a realistic way with young people.

#### **Youth Crime and Disorder – A Modern Approach**

- 1.4 Dealing with young people can be difficult, however, any approach to solve the problems of youth disorder and crime must recognise that young people are an essential element in determining any long-term solution.
- 1.5 There must also be a recognition that young people congregate in public places because they see it as an opportunity for social contact, it allows them to be active, doing things and meeting people whilst exercising some degree of independence. This type of social activity provides young people with a greater sense of security, therefore, any solution must understand that hanging about on street corners or in the local park is a natural element of growing up for young people.
- 1.6 Any attempt to reduce the incidence of youth crime and disorder must recognise that the vast majority of young people conduct themselves in an acceptable manner. The percentage who regularly disrupt local communities and seriously impact upon the quality of life for many local residents are generally only a very small percentage of the local young people. Therefore, any response must seek to engage positively with young people.
- 1.7 It is vital in developing any action plan to understand the importance of how we communicate with young people. To be worthwhile the communication must be meaningful, sincere, participative and trusting. Through such communication young people are more able to develop good self esteem, good life skills and have more positive life experiences. This is the process where they are more likely to give up offending and other antisocial behaviour. Through positive communication young people are made more aware of their behaviour, commit themselves to a better future and are able to receive support and guidance on any commitment. This process of change for young people is a process of maturity.
- 1.8 Police officers can influence such change by ensuring daily contact with young people is seen as a positive experience. Every day police officers are expected to exercise their judgement and discretion on the character and behaviour of persons with whom they

come into contact. This same professional judgement must be used when dealing with young people and the same rights afforded to them as would be given to adults.

- 1.9 **'Making the Difference'** recognises all of the influencing factors and was developed with the purpose of changing the cultural and procedural approaches previously adopted to deal with the problem of youth crime and disorder. **'Making the Difference'** is a responsive approach to dealing with the problem that has developed working practices to both benefit Lothian and Borders Police and those local communities who suffer as a result of the problem.

## 2 **'Making the Difference' – A Problem Defined**

- 2.1 A key principle of the Youth Strategy was that territorial Divisions were expected to: -
- Put in place local operations and initiatives to target identified local youth issues
  - Identify post holders who would be responsible for leading local youth issues and who would ensure local developments were within the terms of the strategy.
- 2.2 'C' Division (Western Edinburgh) created the role of Youth Liaison Officer within the Divisional Community Safety Branch. The key function of the role was to participate in the development of local action plans, in conjunction with appropriate internal and external partners, in order to address identified local concerns and issues that were attributable to young people.
- 2.3 The appointed Youth Liaison Officer had expertise, knowledge and awareness of youth diversion and reparation schemes. He also had worked with voluntary and statutory agencies that were attempting to offer realistic opportunities and alternatives for local young people. This officer was tasked to determine the extent of the problem.
- 2.4 It became apparent there were a number of weaknesses in the process and these were identified as: -
- Inconsistent approach to call handling
  - Inconsistent approach in responding to the incident
  - Limited analysis of existing data
  - Sporadic non-targeted partnership working.
- 2.5 As a result of these shortfalls having been identified, a proposal was made to provide a comprehensive approach to the issue of youth disorder. This responsive approach to working with young people would include
- Full baseline research
  - Structured procedures for future activity
  - Take full cognisance of the Force Youth Strategy.

### 2.6 **Baseline Research**

The baseline research intended to provide a full and comprehensive review and database of historic youth related calls that were recorded on the Force I.T. applications. This conclusive review of recorded youth incidents covered the period of 1<sup>st</sup> April 2001 to 31<sup>st</sup> December 2001. It examined a number of related issues such as police incident recording methods, effects on police resources and identification of hotspot areas within the Division.

- 2.7 The key findings from the baseline review identified that: -
- For the period examined there were a total of 60,482 incidents in 'C' Division
  - 3,127 incidents were closed as 'code 55' (youth related call)
  - 61% of 'code 55' incidents were generated between 1800 hours – 2200 hours
  - 90.4% of 'code 55' incidents were generated between 1400 hours – midnight
  - Code 55 incidents were consistent from Sunday to Thursday but increased by 30% on a Friday and 20% on a Saturday.

- 2.8 Data analysis also revealed a considerable number of youth related incidents were not being closed using the appropriate code but were categorised as miscellaneous. Further interrogation of the review data confirmed this and revealed that: -
- The level of under recording was 51%
  - For the period examined there were a total of **6,356 youth related incidents**.
- 2.9 This detailed analysis therefore revealed there to be a total of 6356 youth related calls. This total equated to 10.5% of total demand was specifically related to the actual or perceived behaviour of young people.
- 2.10 Through the analysis of the empirical data, the baseline research was able to define the terms of what constituted a "youth" and "youth crime and disorder". It also categorised the repeat types of behaviour that define "crime" and "disorder". These definitions would be used to categorise future youth related incidents.

### **Definitions**

*Youth: Any person under 18 years of age.*

*Youth Crime and Disorder: A course of conduct, criminal or otherwise, by one or more persons believed to be under 18 years of age, either acting alone or together, where the behaviour is such that it gives other persons cause for fear of their safety, the safety of others or the safety of property.*

*Crime Type: Assault; Offensive Weapon; Drugs; Road Traffic; Dishonesty and Vandalism.*

*Disorder Type: Disturbance; Reckless Conduct; Game Playing and Alcohol.*

### **3 'Making the Difference' – A Responsive Approach**

- 3.1 The baseline research confirmed many of the opinions held by society, that youth crime and disorder plays a significant part in their consideration of a safe and peaceful community. Nonetheless, it had to be borne in mind that many of the young people that caused local residents and shopkeepers to contact the police, were in fact law abiding citizens indulging in social contact with their peer group with no intention of causing fear and alarm amongst the community.
- 3.2 It was from this baseline of fear within the community and socially acceptable behaviour by young people, that C Division developed '**Making the Difference**' as a robust and structured response to engage with young people and deal with youth disorder. An essential component of this youth plan was to break it down into small manageable tasks that could be influenced more positively by all sections of staff and other agencies.
- 3.3 Making the Difference intends to: -
- Provide reassurance to the public by means of call prioritisation of youth calls (both in terms of speed of response and resource allocation)
  - Deal with young people subject of the call in a positive way
  - Reduce the incidence of youth related incidents
  - To improve communication, internally, with the public and partner agencies to more effectively tackle the root causes of youth crime and disorder.
- 3.4 The structured approach of '**Making the Difference**' focuses on four key stages. These stages gave full recognition to the essential elements of problem solving partnerships by using the methodology of problem identification, research and baseline analysis, developing alternative responses and a comprehensive review of activity. The resulting process made maximum use of the key principle of intelligence led targeting.

3.5 The four main stages of the process are (Appendix A): -

1. **Taking the Call** – A structured format for grading youth related calls at the point of contact was achieved by using the principles of call scripting. This approach enables controllers to extract appropriate information from the informant that assists them in making a more informed decision about response time and resource allocation. The caller is provided with a realistic expectation of response based on the activity reported and available resources. The responses available, being "Immediate", "Routine", "Deferred" or "Info Only" differed from the existing format which favoured the 'next in the queue' basis.

This approach to call grading was a new working practice for local controllers. To achieve success under the terms of 'Making the Difference' all Divisional controllers received a short training input. Computerised 'pro-formas' were created to assist information collection and resource allocation. These 'pro-formas' standardised the data capture process to ease future analysis. The Youth Liaison Officer was responsible for reviewing the handling of youth related calls and would provide any necessary follow up to ensure consistency of practice.

2. **Initial Response** – The traditional response to youth calls was anecdotally acknowledged as one of moving the problem on, i.e. groups of youths moved from one street corner to the next, in a fashion considered to be more confrontational than engaging. 'Making the Difference' recognised a need to change the perception of how young people (youths) were commonly perceived by operational officers.

To achieve this a comprehensive series of briefings to provide officers with an awareness of youth culture was undertaken. Through these briefings all officers were encouraged to understand that the street for young people is a place of learning, where certain rules are understood and where an appropriate response from the police can positively influence this learning process.

Through greater awareness officers were expected to be more specific in their targeting of young people who were offending or who were most likely to offend. This positive targeting was designed to: -

- o Target the identified ring leaders, and
- o Improve the gathering of intelligence that would inform the earlier identification of future offenders, persistent troublemakers, the earlier identification of behavioural trends and the identification of 'hot spots'.

Through this process of briefing officers were updated on the full range of legislative powers available to them to deal with youth disorder and crime. This was considered essential to the wider terms of the action plan in order to ensure a firm but fair approach was maintained. Consistency in service delivery is seen as crucial in dealing with young people in order to educate them to the consequences of their behaviour and make them fully aware of acceptable behaviour. The legitimate method of removing troublesome young people to their home address continued. This is one element of a response that can influence parental involvement and control, and it can provide a strong message to other young people associated with the 'offender'.

To assist officers in intelligence gathering a notebook style personal description form pad (PDF) was developed (Appendix B). This provides officers with an easy yet consistent means for gathering intelligence and information on problem youths. In their dealings with young people officers are encouraged to use the PDF pad when noting the details of young persons who are stopped and checked out. Details must include location and reason for stop, descriptions of physical appearance, clothing worn and any identifiable features such as distinctive clothing, visible scars

or tattoos or any items of identifiable jewellery. The purpose of this process is to record descriptions accurately in order to assist in the detection of offenders. A further use is an improved ability to identify associations and areas of congregation.

When being briefed about the use of the PDF pad all officers were strongly reminded their use was not intended to alienate young people. Officers were encouraged to exercise good judgement and discretion in their contact with young people and to target those persons offending or those considered most at risk of offending. To achieve some positive engagement the front sheet of the self carbonating PDF pad provides information on the police action, it offers some useful contact numbers and it provides the identifying number of the officer carrying out the procedure.

3. **Follow-Up Response** – The improved incident recording procedures and the use of the PDFs enhanced the ability to provide a comprehensive picture of disruptive youths, hotspots and repeat callers. The data analysis focuses on two distinct categories, however the response to them is linked.

**Victim and Location Information:** - The improved call grading allows information about the caller, the location and the type of incident to be extracted and transferred to spreadsheet software. This transfer allows information to be sorted by category and further allows the transfer of data onto a GIS mapping system. Local Community Sergeants are responsible with managing this process for their identified areas. These officers are responsible for determining an appropriate level of support to the caller, or an appropriate partnership response to a problem location. Support to a repeat caller may include some or all of the following: -

- A standard letter offering advice and follow up visit if required
- A visit from the local Community Officer
- A visit from the Community Sergeant or Sector Inspector
- The provision of a crime prevention survey
- Referral to other agencies
- Managing targeted patrol activity.

**Criminal Intelligence:** - The gathering of worthwhile intelligence about offenders, those considered at risk of offending and of those who come into regular contact with the police allows for improved management of intervention and diversion. The use of the criminal intelligence database improves the ability to identify offenders, their associates and place of congregation. Community Sergeants are able to regularly review this information and determine an appropriate level of response or intervention. The response, which may be one of the following, is recorded on the database: -

- Parental Advisory Letter – a letter to the parent or guardian advising them their child/young person has come to the attention of the police in conjunction with a parent's advice leaflet (Appendix C)
- Home visit or request to attend the local police station to meet with the Community Sergeant/Sector Inspector
- Referral to Social Work, Education Department and/or Reporter to the Children's Panel.

The Divisional Intelligence Unit undertakes analysis of all information on offenders and locations. This provides:

- Production of target packs by offender and location
- Production of patrol matrices relevant to repeat locations and 'hot spots'
- Production of briefing notes, offender link charts and special bulletins (Appendix D).

4. **Working in Partnership** – Effective partnership working is seen as the long-term solution for dealing with offenders, repeat callers and 'hot spot' locations. It lies in the

hands of many different agencies, such as, Housing, Social Work, Education, Environmental Services, youth work agencies, young people themselves and many others, including the police.

Under the terms of **'Making the Difference'** more informed decision-making could be made. Local Sector Inspectors have the information at hand and are able to share this with the relevant agencies. No specific structure has been created to allow this to happen, local solutions to local problems is the identified way to tackle problems in a worthwhile and sustainable way.

An example of the extensive work undertaken was the production of an art mural. This mural was commissioned from a local art and education provider by the police. The completed artwork was subsequently displayed within the local police station (Appendix E).

### **Marketing and Communication**

- 3.6 Marketing and communication are seen as an essential element that supports the longevity of **'Making the Difference'**. A distinctive 'logo' was created and posters that maintain an awareness of the plan and its working practices were produced. This marketing material is prominently displayed throughout police stations in order to continually remind officers of their responsibilities (Appendix F).
- 3.7 A parental advisory leaflet (Appendix C) was developed and co-funded with partner agencies. This leaflet provided general advice to parents and the local community. Five thousand copies of the leaflet were distributed with a local newspaper. A leaflet was also sent to any parent's subject of a parental advisory letter.
- 3.8 Successes under the plan are communicated to local elected representatives and the media (Appendix G). Operational officers are encouraged to take every opportunity to actively inform members of the public of the existence of **'Making the Difference'** and of the positive steps being taken to address youth crime and disorder.

### **4 'Making the Difference' – An Assessment**

- 4.1 From the outset, **'Making the Difference'** was designed not only to be long term and responsive, but subject to regular monitoring and further development. As part of the process, an interim review was planned for after six months and a full evaluation after one year. This was in addition to the regular routine monitoring of the stages to ensure that maximum benefit could be achieved from the process itself.
- 4.2 Monitoring of **'Making the Difference'** was the responsibility of the Youth Liaison Officer. Through a process of scanning and dip sampling youth related incidents and incident databases, this officer was able to assess whether the process was being adhered to or if shortcomings were being identified in the overall scheme. Where non compliance to the process was identified, or indeed opportunities to improve the plan, this officer was empowered to put in place suitable responses to rectify the issue raised and to assess the overall improvement of the action plan.
- 4.3 The performance evaluation of **'Making the Difference'** was based on the quantitative and qualitative analysis of the of the following key performance indicators: -
- Number of youth related incidents
  - Speed of response relative to call priority
  - Number of crimes of vandalism reported
  - Number of People under 18 years of age reported
  - Public Satisfaction
  - Partner agency commitment and contribution
  - Policing activity.



- 4.4 At the six months stage the key findings in relation to the performance indicators were: -
- Youth related calls - down 45% (1884)
  - Average "immediate" response time - 17min 47 sec
  - Average "routine" response time - 37min 29 sec
  - Reported vandalism - down 10% (151)
  - Number of under 18's charged - down 6% (53)
  - Youth focused partnership activity had developed strongly across the Division
  - A wide range of proactive targeted policing activities and initiatives had taken place to deter and prevent youth related incidents
  - Percentage of people "very or slightly" worried about youth crime<sup>1</sup> - 69.1%
  - Number of young people identified and on database – 294
  - PDFs issued – 380
  - Letters to parents – 19
  - Home visits – 58.
- 4.5 The six-month performance review also made seven recommendations to improve performance and to strengthen the working practices that had been adopted.
- 4.6 A subsequent nine-month evaluation of 'Making the Difference' was carried out, which was able to make a direct comparison with much of the data obtained during the initial benchmarking exercise (as detailed in paragraph 2.7). This evaluation was able to examine a range of factors, such as number of incidents, disorder type, crime type, response grading and peak demand for each individual beat, station area, sub division and division. This nine-month evaluation allowed a direct comparison to be made for the periods April – December 2001 and April – December 2002. This evaluation (Appendix H) established that: -
- Youth related calls – overall down 48% (3064)
  - Monthly reductions were achieved and seasonal trends identified
  - Peak demand time remained 1800 - 2230 hours which enabled improved targeting of patrols
  - Peak daily demand was Friday, Saturday and Sunday –58% of all incidents
  - Use of call grading allowed 191 incidents (6%) to be attended out with peak times
  - Incidents relating to some form of disorder - 2549(77%)
  - Incidents relating to some form of crime - 414 (13%).

## 5 Sustaining a Difference

- 5.1 'Making the Difference' is a comprehensive response to youth disorder and crime. In essence it is a back to basics form of community policing based on the principles of quality, consistency, dependability and realistic partnership contribution and involvement.
- 5.2 'Making the Difference' looks beyond the problem and identifies underlying trends, patterns and differences. It uses analytical and evaluative techniques. It uses hard and soft crime prevention methods in an effort to emphasise those areas where police officers can make a more positive contribution. It has, as a central tenet, crime reduction through prevention and diversion.
- 5.3 'Making the Difference' provides an infrastructure and a process through which problems can be solved. It recognises young people as people.

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<sup>1</sup> Lothian & Borders Police Partners Survey-An estimate of views of everyone in the City of Edinburgh (2001).

#### 5.4 **'Making the Difference' Mk 2**

Due to the restructuring of policing within Edinburgh **'Making the Difference'** will now be implemented citywide during October 2003. This restructuring has provided a standardised call grading protocol and introduced a fully resourced Divisional Intelligence Unit. These changes will make significant improvements for **'Making the Difference'** and help to ensure it continues to be a responsive approach.

#### 5.5 **'Making the Difference'** was and will continue to be a success because it: -

- Evaluated the problem in a manner that more clearly defined it and thereby opened it up to a more creative response
- It involved more members of staff by developing a process where responsibility was shared
- *It improved the ability to capture and analyse data*
- It examined working practices and sought ways to change these and influence cultural practices and perceptions
- It recognised the need to involve other agencies.

Supt. Bill Skelly, Ch. Insp. Phil O'Kane, P.C. Ian Moffat, P.C. Steve Riddell.

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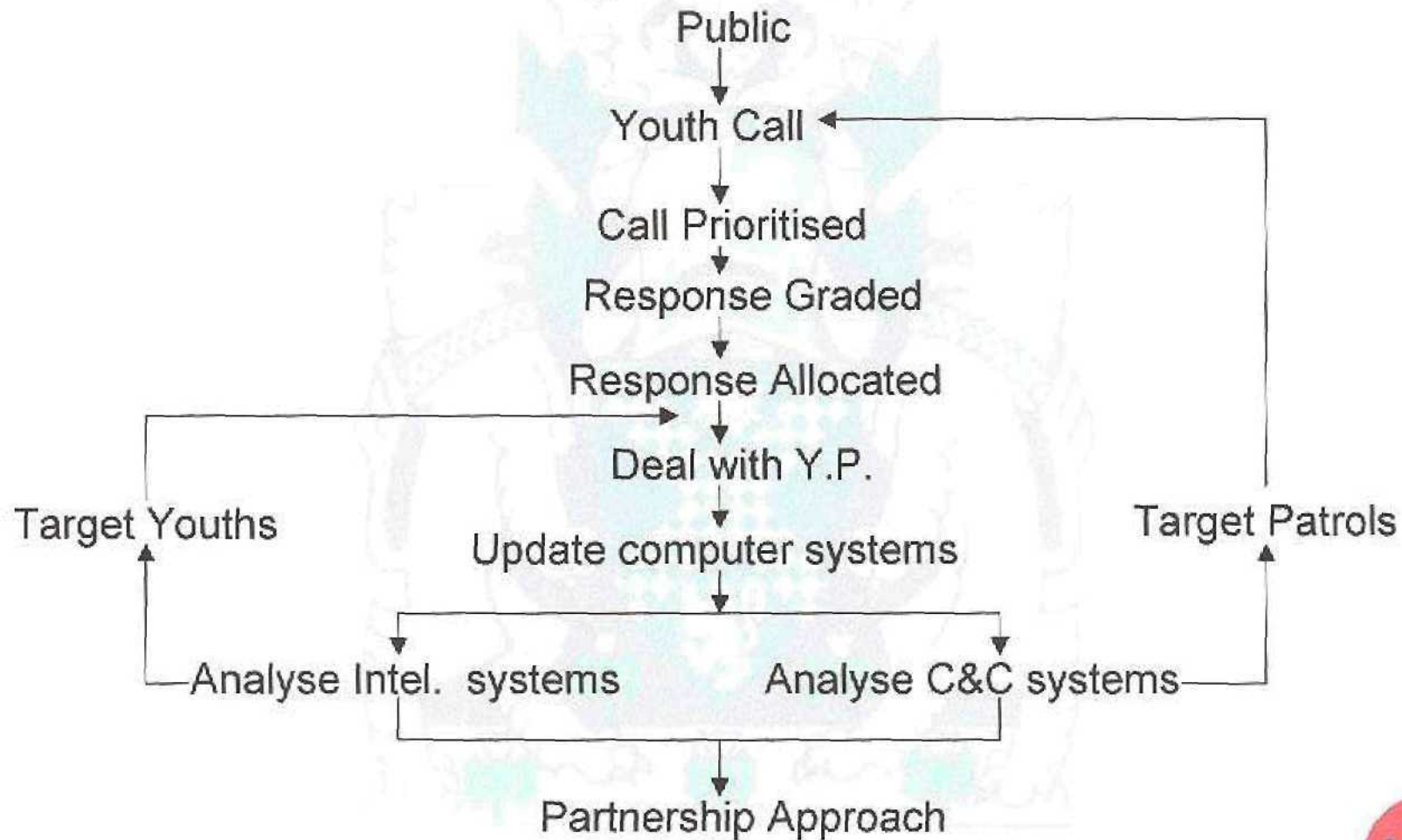
**'Making the Difference'**

**Appendix 'A'**



# MtD Youth Action Plan

## 4 Stage Process



# Tilley Award 2003

**'Making the Difference'      Appendix 'B'**





# Tilley Award 2003

'Making the Difference'

Appendix 'C'



The cost of vandalism to society is estimated at £8billion - we all pay for this.



## MAKING THE DIFFERENCE

If your child is part of a group that commits a crime, all of the group could be held responsible. The consequences of this could be far reaching for you and your child.

### MAKING THE DIFFERENCE

Antisocial behaviour disrupts the lives of many people and the young are often seen as the problem. Lothian and Borders Police recognise young people as part of the solution and together we can make our communities safer places to live work and visit.

Making the difference is a long term response in this area to youth crime and disorder. It provides a positive opportunity for all members of the community, including young people and their families to participate in the building of safer communities.

### USEFUL CONTACT NUMBERS

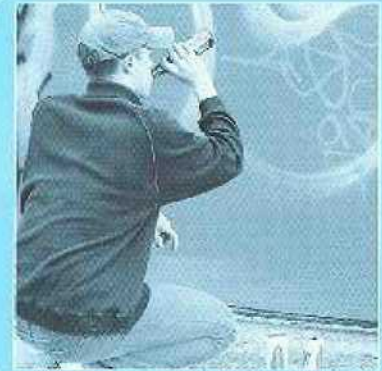
Wester Hailes Police Station	442 2626
Balerno Police Station	449 5991
Constorphine Police Station	334 4900
Social Work Department	442 4131
WHEC Community Education	442 2201
Woods Youth Centre	458 5983
Wester Hailes Health Agency	458 3080
Wester Hailes Youth Agency	442 4015
Parentline	0808 800 2222

### PRODUCED AND FUNDED BY:



Lothian and Borders Police and the Wester Hailes Partnership

# Petty Crime Vandalism Nuisance



My child wouldn't do that!  
Wouldn't they?  
You can stop it!

# A guide for parents

## MAKING THE DIFFERENCE



directly affect the quality of life for people within our community.

## COMMON SENSE

There are no hard and fast rules on how to bring up children. However, every parent has to be responsible for their child and to the community for how their child behaves. This means teaching your child what to do and what not to do.

It is not advisable for children under 12 to be out after dark unsupervised. If a child is out after dark they are more likely to get into trouble, be bullied, be abused, be hit by a car or be drawn into other dangerous activities.

Young children tend to copy older children. If they see others involved in anti-social behaviour they will copy them unless you are there to put them right.

Teenage children who are allowed out on their own can, by their presence on the streets, give other people in the local community cause for concern. Parents can help by being aware of where their teenage children are and by making them aware of the impact of their behaviour on other people.

## WHAT TO DO IF...

- **Your child has accidentally caused damage to property.** Even the most talented football player can miss-kick a ball through a window. Go with the child to the resident, offer an apology and offer to make amends.

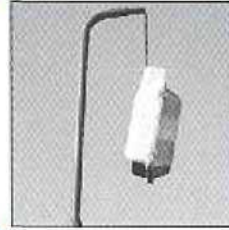
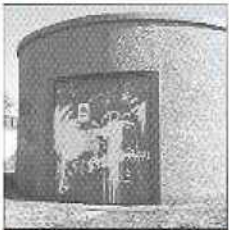
From this experience children will learn that they are capable of making mistakes, and that they have the support of their parents. They will probably get an immense amount of respect from the resident for their honesty and courage. They will also learn to be more careful.

- **Your child has been involved in a crowd causing a nuisance.** Ask them how they would feel if their 'pals' were doing this to you. Discourage your child from 'playing' with these 'friends'. Causing a nuisance is not 'playing'.

- **Your child is stealing money but shows no signs of spending it on themselves.** Perhaps your child is being bullied by someone who is demanding money. This can be terrifying for the child and the last person they can tell is the parent because that would mean admitting to the theft. Ask for help from any of the people listed in the useful numbers section on the back page.

- **You feel that you can't face the problems your children are making for you day in and day out.** Ask around. Many other parents may feel the same way. There are a variety of agencies and services in your area who could help, such as the Social Work Department, Community Education or the Community Police Officer. Perhaps you could help to set up a Parents Support Group.

- **Your child would rather roam the streets than be at home.** Ask yourself why. Talk regularly with your child. Listen to what they have to say. They are more intelligent, understanding and thoughtful than many adults give them credit for.



Every crime affects a victim emotionally, financially and sometimes physically.

# Tilley Award 2003

'Making the Difference'

Appendix 'D'





# Lothian and Borders Police

## C Division

### 'Making the Difference'

## Youth Action Plan



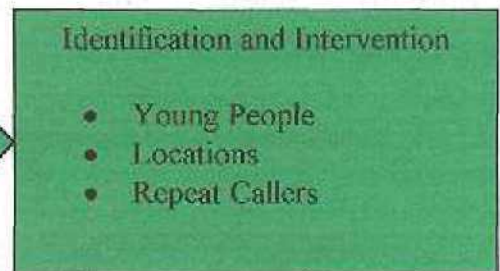
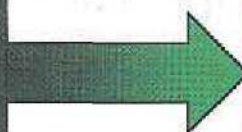
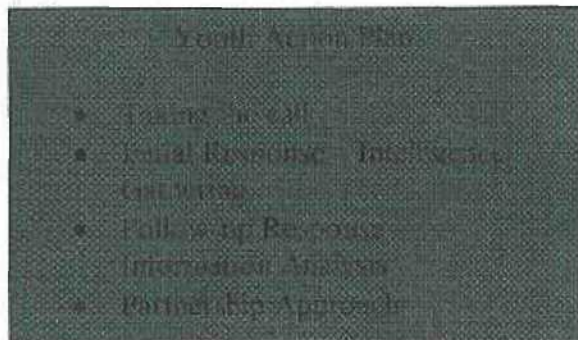
Chief Superintendent Charles Michie

Youth disorder and youth related crime creates a genuine fear of crime amongst those members of the public who become victims and places a heavy demand on police resources. The impact of youth disorder and youth crime must never be underestimated and, in real, terms, it can seriously affect the quality of life of many local communities throughout the Division.

In recent years it has been identified that the incidences of youth related crime and disorder has placed a disproportionate, yet ever increasing, demand on the police service as a whole, where approximately 80% of all calls between 6pm and 10pm can be youth related.

*Making the Difference* is the Division's response and is planned to become a big part of everyday, standard operating procedure. It impacts, in some degree, on all members of police and support staff. This is a big commitment to what is a big problem.

Making the Difference – A long-term approach where **everyone** has a part to play



The Youth Action Plan will be reviewed after 6 and 12 months and will be measured against:

- Speed of response related to call priority,
- Number of Command and Control Incidents,
- Number of crimes of vandalism reported,
- Number of young people under 18 reported,
- Partner agency commitment and contribution, and
- Public satisfaction (both young people and the wider community).

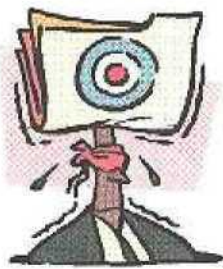


## Making the Difference Information

More comprehensive information on 'Making the Difference' can be found on the C Division Intranet site. Typically:-

- **Divisional General Order** – full details of the entire Youth Action Plan
- **Summary of Youth Action Plan** – bullet point synopsis of Divisional G. O.
- **Flow Charts** – Pictorial representation of the Youth Action Plan process
- **Statement from Ch. Supt. Michie** – speech delivered at the launch of Mtd

### Top Targets



Analysing the information gained from Command and Control and frontline officers identifies target patrol areas and troublesome youths. From this a comprehensive briefing sheet will be available to all officers/staff.

### Specialist Equipment

The Division is now in possession of two hand-held digital video cameras (1 per sub-division), and is purchasing more metal detectors so that there will be one per station.

The cameras can be used to sweep an area for criminality, in an overt manner, without surveillance authorisation. The metal detectors can be used for searching on the normal grounds of suspicion, or if voluntarily submitted to.

Specialist equipment should be issued with the authority of a supervisory officer.

## P.D.F.s – Important Points!

- Top Copy to individual
- 2<sup>nd</sup> Copy to Filing, West End
- 3<sup>rd</sup> Copy remains in pad
- Use keyword 'Youth Disorder'
- Use station area where person lives (if C Div resident)
- Use station area where person stopped (if non-C Div resident)

### REMEMBER

THE INFORMATION COMING OUT IS ONLY AS GOOD AS THAT GOING IN

For further information, clarification, ideas etc, contact Ch. Insp. Skelly, W/Hailes, or PC Ian Moffat, Comm

# Tilley Award 2003

'Making the Difference' Appendix 'E'



## ● mtd: a brief review

It is recognised that youth crime and disorder create a genuine fear of crime amongst members of the public who become victims, as well as the wider community. The impact of youth crime and disorder can seriously affect the quality of life of local communities and place considerable demands on the police.

In October 2000, Lothian & Borders Police launched a Youth Strategy, which outlined the principles for tackling youth crime and related issues through positive engagement and targeted enforcements. Making the Difference (MtD), the 'C' Division long-term response, was launched in April 2002. It provides an opportunity for officers to influence young people, to reduce anti-social behaviour and to actively participate in building safer communities.

**Table 1: Youth Related Incidents:**

	Apr-Dec 2001	Apr-Dec 2002	% Difference
C Division	6357	3293	48% reduction
QW Division	5161	2861	45% reduction
CC Sub Division	1196	432	64% reduction

The marked reduction equates to a fall, on average, from 23 calls/day to 12 calls/day. From these figures and the testimony of partner agencies there is a real belief that our positive work with young people and local communities really is Making the Difference.

For further information contact:

**Adele Christie**, WHALE Learning Centre, 30 Westourm Grove 0131 458 3267

**PC Ian Moffat**, Corstorphine Police Station 0131 334 4900



MtD



Making the **Difference**

Youth Action Plan  
**Community  
Mural**



**Lothian &  
Borders Police**



• creating a **difference** •

## ● community mural

Lothian and Borders Police, CW Sub-Division, in partnership with WHALE Arts Agency, have commissioned an aerosol art mural. The mural, which has been painted by young people from the Wester Hailes area, will be displayed within Wester Hailes Police Station.

## ● the agency

WHALE is a registered charitable organisation that offers excluded individuals the opportunity to access life long learning, training and inclusive routes into education. WHALE's inclusive work is structured to provide a progression from initial participation in group activity; to one-to-one training sessions to build self-esteem, confidence and employability skills; through to a one year further education access course.

## ● the project

In the last year WHALE piloted a crime prevention project engaging with young people, which is funded in part by the Wester Hailes Partnership and the Scottish Arts Council. This project works with a group of young males facing exclusion from the education system and actively engaging in youth disorder. A number of outcomes are anticipated, not least of which are:

- to inspire and motivate young people as an alternative to anti-social behaviour
- build positive relationships with young people
- in partnership with the police, measure impact on local crime levels

As a result of the project and the close working relationship with the local police, WHALE were able to focus their work and assist in dealing with the recent problems experienced in the Baberton Mains/Juniper Green area. This has seen an average of 17 males attending the project on a weekly basis and has resulted in the production of a young peoples on-line magazine, a radio broadcast and participation in structured activities such as digital photography and sound recording

## ● the mural

WHALE Arts Agency were approached to provide a community based mural (at a cost of £500) to be displayed on the 'public' staircase in Wester Hailes Police Station. This activity would be led by WHALE in conjunction with a recognised 'graffiti' artist and would allow for training in the medium over a number of weeks prior to the mural being painted.

## ● the timing

Wednesday 19th March at Wester Hailes Police Station.

1230	Assembly of guests and press
1240	Introduction by WHALE staff
1245	Comments by Chief Constable
1250	Unveiling by Councillor Fallon
1300	Opportunity for press and guests to speak to those involved in the project.
1330	Close

# Tilley Award 2003

'Making the Difference'      Appendix 'F'





“ Lothian and Borders  
Police is committed to  
working with young  
people in order to improve  
their safety, prevent and  
**reduce youth crime.**”

MtD



## Making the **Difference**

youth strategy



Lothian and Borders Police

“ ...an opportunity for all members of the Force to be involved in a **dynamic and realistic** way with young people.”



Making the **Difference**



OU Training



Lothian and Borders Police

**Tilley Award 2003**

**'Making the Difference'**

**Appendix 'G'**

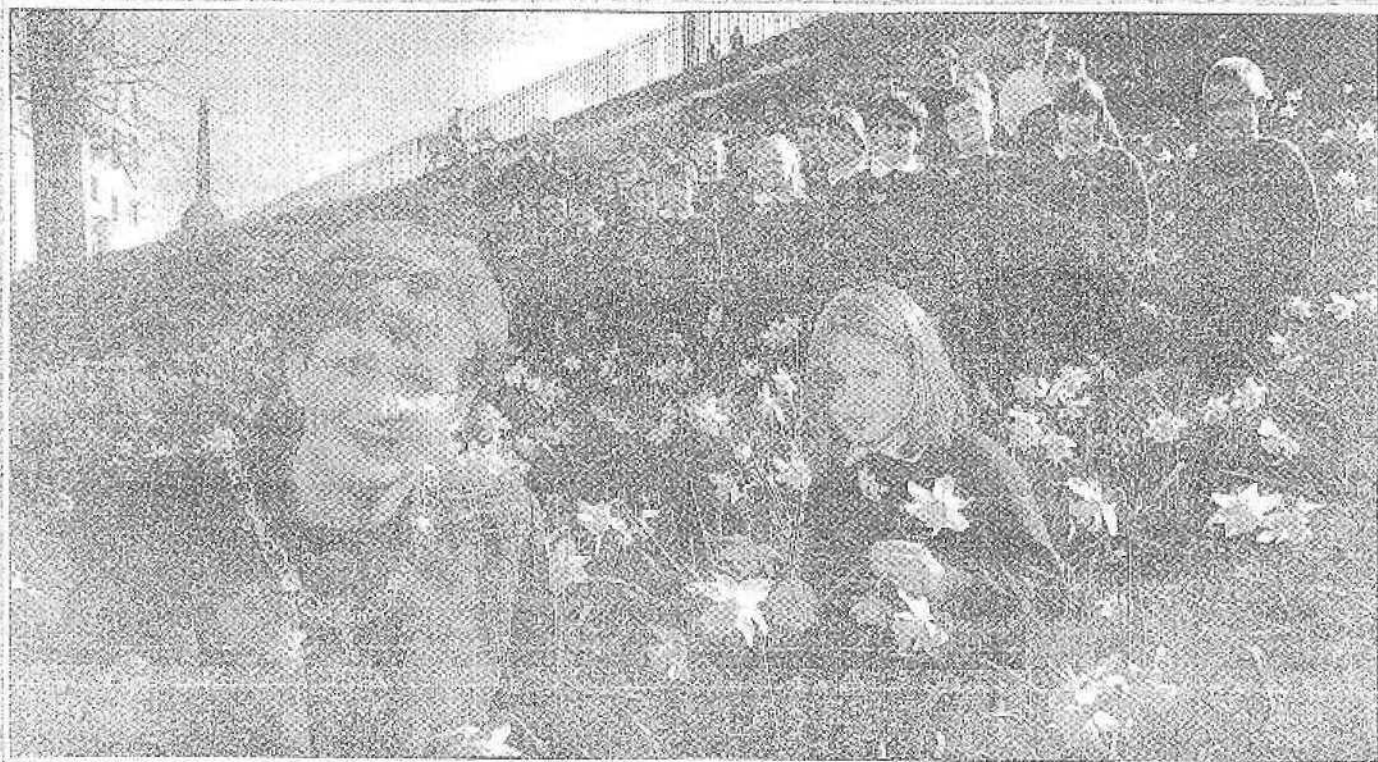


Prize winning spring  
fun page

Community Banking  
Agreement first anniversary

ISSUE 416 19 APRIL - 17 MAY 2002

AT THE HEART OF THE COMMUNITY FOR 25 YEARS



**SPRING INTO ACTION...** pupils from primary five of Spiridon Primary School are planning a whole bunch of projects over the year to raise money for the Marie Curie Cancer Care charity. The children are going to hold 'buss down days' and other fundraising schemes and they were thanked for their efforts by Lady Provost Julia Milligan, Patron of the Marie Curie Centre at Barnackhead who met them after they had completed a dauntful walk through Princes Street Gardens.

# A NEW ORDER

**THE TRUE professionalism of Lothian and Borders Police shone through when officers from C Division recently launched a new strategy for tackling youth problems in West Edinburgh.**

As the public outcry about rising crime figures among the nation's youth has got louder, C Division has responded with a fine example of pioneering police work. At a well-attended meeting in the Wester Hailles Youth Agency they launched 'Making the Difference', a new approach to dealing effectively with youth problems. Some of the key aims of the new strategy include:

- Identifying children and young people who are at risk of offending.
- Providing a better and more informed service to victims of anti-social and criminal behaviour.
- Identifying problem locations and targeting patrol activities to reduce and eliminate problem areas.
- More effective targeting and bringing to justice those people who repeatedly offend.

The Police hope that by working in partnership with parents, agencies and organisations involved in youngsters' welfare, they will be able to provide a positive response to youth-related issues. The Divisional Commander,

Chief Superintendent Charles Michie said: "The impact of youth disorder and crime should not be underestimated - as any victim would testify. However, everyone, from parents, schools, police officers, the local authority to young people themselves, have to work together to try and tackle youth-related issues. We have to recognise that young people are part of the solution and have to be included in any plans to make our communities safer. 'Making the Difference' recognises that many young people congregate in public places because they see it as an opportunity for social contact. It's part and parcel

of growing up, and the vast majority conduct themselves in a perfectly acceptable manner. However there is a small percentage who cause problems and disrupt local communities. It is this element of youth culture that the youth plan has been developed to address. 'Making the Difference' provides a long term response to youth crime and disorder. It provides a positive opportunity for all members of the community, including young people and their families, to participate in the building of safer communities."

The new approach received a cautious welcome from most

sections of the audience, including many of the young people who insisted on a more detailed account of the strategy. After the meeting the young people took the opportunity to discuss

many of their concerns with the Superintendent and local MSP Iain Gray. The Minister for Social Justice later described the meeting as very positive and full of hope for the future.



**DIFFERENT STRATEGY...** Chief Superintendent Charles Michie launches the new approach

# Tilley Award 2003

'Making the Difference'

Appendix 'H'



## 9 MONTH EVALUATION

### SUB-DIVISIONAL 9-MONTH DEMAND

The breakdown of incidents reported to the police, between the 1 April and 31 December, for years 2001 and 2002 are shown in Graph 1.

<b>Table 1: Youth Related Incidents</b>			
	<b>Apr – Dec 2001</b>	<b>Apr – Dec 2002</b>	<b>% Difference</b>
C Division	6357	3293	-48%
CW Sub Division	5161	2861	-45%
CC Sub Division	1196	432	-64%

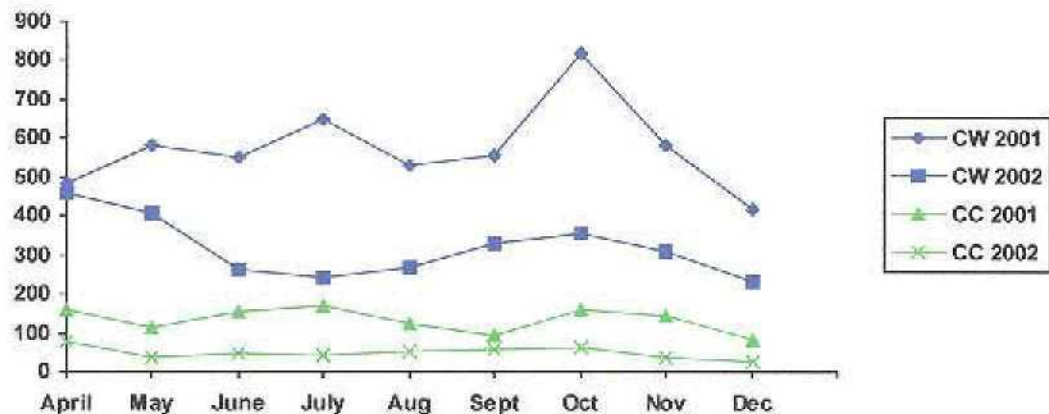
(Note: C - Western Division CC - Central Sub-Division CW - Wester Hailes Sub-Division)

The marked reduction equates to a fall, on average, from 23 calls/day to 12 calls/day. Peak demand is between 1800 and 2230 hours and on Friday, Saturday and Sunday evenings.

### SUB-DIVISIONAL MONTHLY DEMAND

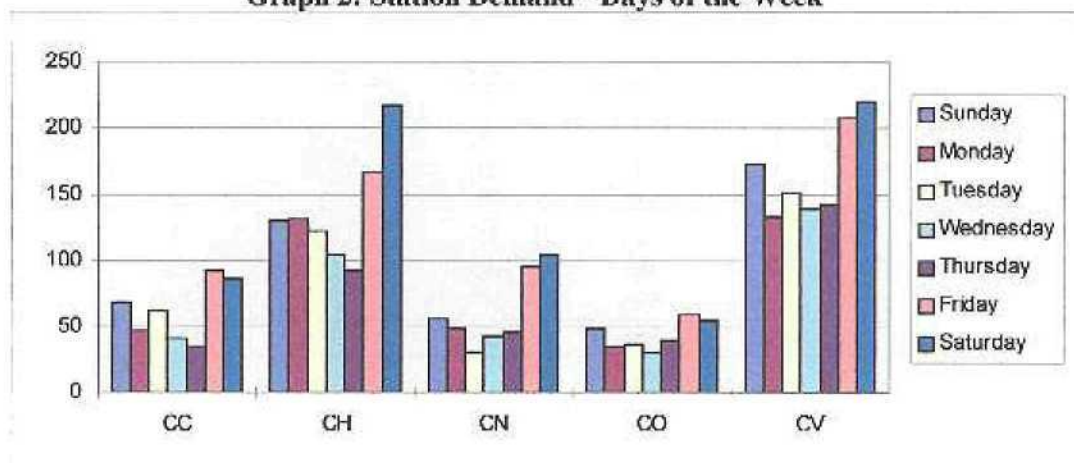
The monthly variation in youth related calls, for each sub-division is shown in Graph 1.

**Graph 1: Sub-Divisional Monthly Demand**



### DAILY STATION DEMAND

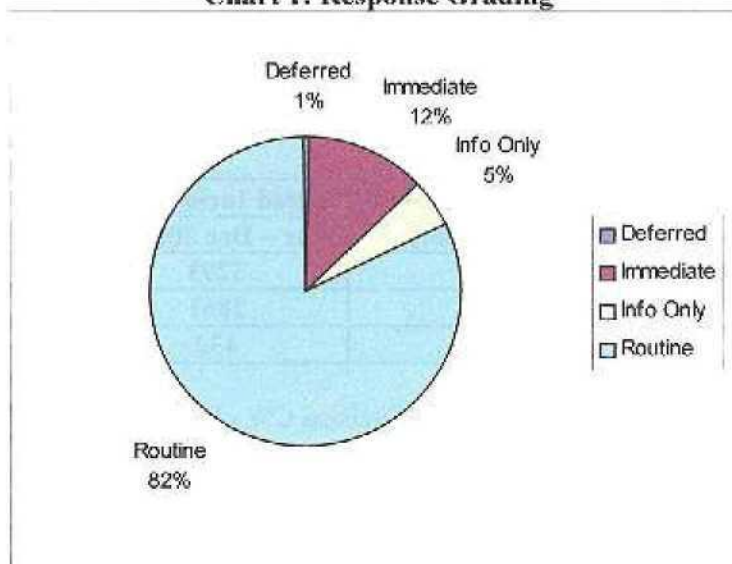
**Graph 2: Station Demand - Days of the Week**



(Note: CC – West End; CH - Wester Hailes; CN – Balerno; CO – Oxgangs; CV - Corstorphine)

## INCIDENT RESPONSE GRADING

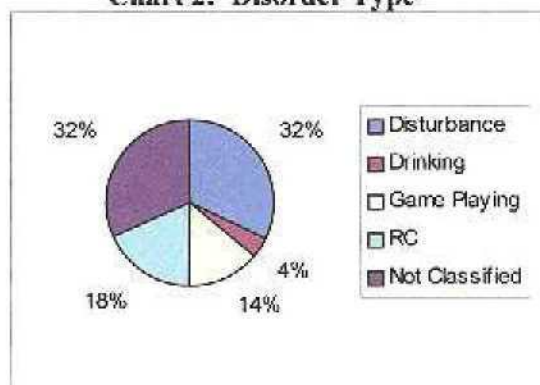
**Chart 1: Response Grading**



The limited use of graded responses, such as “Deferred” (19 or 1%) and “Info Only” (172 or 5%), reduced demand on front-line officers.

## INCIDENT DISORDER TYPE

**Chart 2: Disorder Type**



## INCIDENT CRIME TYPE

**1. Table 2: Station Demand and Youth Crime Type**

Crime Type	CC	CH	CN	CO	CV	Total	% Total
Assault	3	9	7	1	10	30	0.9%
Dishonesty	4	2	2	1	11	20	0.6%
Drugs	4	1	0	0	3	8	0.5%
Off. Weapon	3	3	3	2	4	15	0.2%
Road Traffic	1	0	0	0	7	8	0.2%
Vandalism	37	65	63	29	139	333	10.1%
Not Classified	380	885	349	271	994	2879	87.7%
<b>Total</b>	<b>432</b>	<b>965</b>	<b>424</b>	<b>304</b>	<b>1168</b>	<b>3293</b>	<b>100%</b>