



72

Tilley Award 2003 Partnership Category

**'Tameside Mediates'
Ashton-under Lyne**

Managing Community Disputes

TILLEY AWARD 2003
'TAMESIDE MEDIATES'

- PARTNERSHIP CATEGORY

- GREATER MANCHESTER POLICE (TAMESIDE DIVISION) AND
TAMESIDE METROPOLITAN BOROUGH COUNCIL

- ENDORSING CHIEF OFFICERS:-
 1. CHIEF CONSTABLE MICHAEL TODD
 2. CHIEF EXECUTIVE MICHAEL GREENWOOD

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TILLEY AWARDS 2003

SUMMARY - "TAMESIDE MEDIATES"

Greater Manchester Police and Tameside Metropolitan Borough Council

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Nature of problem:

'Tameside Mediates' (note the anagram!) was conceived and developed to tackle the plethora of low level disputes which are common to all areas of not only Policing, but life in general. Any Police Officer or Council official will be able to quote examples of seemingly intractable problems which simply refuse to go away in spite of numerous visits by staff from both the Police Service and Local Authority. Initial contacts with Local Authority colleagues confirmed a similar trend within a wide range of departments such as Environmental Health, Housing and, of course, the Crime Reduction Arena.

Evidence:

Anecdotal evidence was easy to come by. However, a search using GMP's Incident Handling system quickly provided empirical data to back up people's general feelings about incidents of this nature.

A 'snapshot' examination of GMP's G1 sub division for a period of two calendar months revealed over one thousand two hundred incidents which had required Police and/or Local Authority involvement, and may have been suitable for an alternative means of intervention, such as mediation.

Response:

Greater Manchester Police already operates a successful workplace mediation scheme and initial thoughts centred around the transferability of these skills to a community based scheme. It quickly became apparent that the principles were very well suited to this area of work, easily transferable and a low cost.

The evidence from Local Authority colleagues, together with support from both Senior Police Commanders and the Local Authority Chief Executive, quickly evolved into the initiative which leads to the joint training and operation of Police and Local Authority staff as Community Mediators.

IMPACT:

The immediate impact of this project is that Tameside now has a fully operational inclusive Community Mediation Service available to everyone across the Borough. One of the immediate effects was the innovative joint nature of both the training and subsequent implementation, which underpinned the joint responsibility between the Police and Local Authority under Section 17 of the Crime and Disorder Act 1998. Early indications of the scheme are positive with a number of successes and further cases ongoing. The number of Police re-visits and subsequent Court appearances are reducing with potential extrapolated cost savings to the local judicial process in excess of £420,000 p.a.

Although the project is clearly in its infancy, it is built on the proven format of GMP's established Workplace Mediation Scheme, and establishes such good practice that there is merit in sharing the principle with other Forces at the earliest opportunity.

Michael J Todd QPM BA(Hons) M Phil
Chief Constable



GREATER MANCHESTER POLICE

RE : Tilley Awards 2003

Greater Manchester Police are at the forefront of problem orientated policing, as evidenced by our commitment to the introduction of Operational Policing Units within basic command units and their emphasis on problem solving and partnership working as the key to sustainable crime and disorder reduction.

This project originating from Ashton under Lyne, is a genuine partnership enterprise that utilises staff from both the police and partner agencies. It has few on-costs due to the commitment of staff who perform the role of mediators in addition to normal roles.

Whilst early in it's implementation, initial interventions show the potential for reducing repeat victimisation and repeat calls to the agencies, is extremely encouraging and so simple that other's will, I am sure, be looking towards "Tameside Mediates" as good practice.

It is with my wholehearted support that I recommend to you this entry into the Partnership Projects category for the Tilley Award 2003.

Michael Todd
Chief Constable
Greater Manchester Police



Awarded for excellence



TAMESIDE MEDIATES

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Your Ref
Our Ref MJG/AD
Doc Ref 308
Ask for Mr. Greenwood
Direct Line 0161 342 3502
Date 13th May 2003

Tricia Perkins
Crime & Policy Group
Home Office
Queen Anne's Gate
Petty France
London SW1H 9AT

Dear Ms Perkins

Tilley Award 2003 – 'Tameside Mediates'

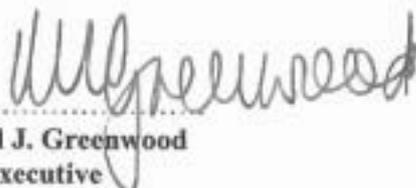
We are very fortunate to have a vibrant, inclusive Crime and Disorder Reduction Partnership in Tameside. A great deal of good work is undertaken routinely and often innovative concepts burst from the process. 'Tameside Mediates' is one such initiative.

From the outset, I have been particularly impressed by the simplicity of the concept. It is a true partnership initiative with the potential to free up both Local Authority and Police resources from otherwise time-consuming re-visits to dispute scenarios.

The concept sits easily with the stated aims of our Crime and Disorder Reduction Partnership strategy and embraces the Section 17 partnership ethos.

I am happy to endorse this entry to the Award. This mediation programme is a very low cost solution to what has hitherto been an intractable problem and deserves recognition in a broader arena.

Yours faithfully



.....
Michael J. Greenwood
Chief Executive

TAMESIDE MEDIATES

INTRODUCTION

The Government's strategy for crime reduction highlighted a number of key national priorities, one of which was dealing with disorder and anti-social behaviour. The thinking which supported this was that social disorder within a community often leads to more serious crime. The Tameside Local Partnership incorporated this concept into its Crime and Disorder Reduction Strategy by stating that the Police and Local Authority needed to support established disorder reduction methods by the introduction of "broader strategies that address the problems which may be holding a neighbourhood back." This necessitated "joined up action at a local level to create the conditions for stable, healthy environments where criminal activity does not thrive." The initiative sat easily with many stated objectives of the Strategy, for example reducing incidents of anti social behaviour, fostering good citizenship and dealing with problems through timely and effective multi-agency responses. This thinking formed the backdrop to the establishment of "Tameside Mediates."

OBJECTIVES OF THE PROJECT

Tameside Mediates sought to break the 'conflict cycle' often associated with disagreements within the community (See Appendix 1). The idea was to offer a mediation option to people who were involved in low level dispute scenarios in an effort to prevent minor disagreements escalating into significant social disruption. The initiative aimed to utilise both Police and Local Authority resources effectively and efficiently to address and improve quality of life issues for the local community. This was to be achieved by establishing a working mediation scheme within the Borough. Not only would this aim to help people break the cycle of escalating conflict often accompanying say neighbour disputes, for example, it also aimed to reduce the number of repeat visits made by Police and Local Authority Officers

thus saving significant costs. It would also have the added benefit of avoiding the high cost of involvement in an existing very limited housing centred mediation scheme.

There were to be criteria by which the success of the scheme could be judged. First and foremost there was an expectation of a reduction in the number of repeat visits by staff from both the Police and Local Authority to incidents involving low level conflict. This would lead to an improved utilisation of staff and the associated cost savings that would bring, whilst freeing up resources to deal with more 'serious' matters. It would be dependant on the successful identification and training of suitable mediators together with effective communication of the scheme and the mediation concept to potential users in both organisations.

The initiative had self-evident advantages from the very outset. It was clearly the right thing at the right time (overdue in fact!). Not only did it fill a void in that no other mechanism or process was in place but it also combined the attractive elements of a low cost partnership enterprise. It also, perhaps most importantly of all, addressed an area which had traditionally been ignored as a major resource drain for both organisations.

The ethos of Police and Local Authority staff had long held that it was almost inevitable that low level conflict situations would always form the bedrock of much of their work. Police Officers in particular had a resigned acceptance that they would receive regular repeat calls to the same addresses to deal with ongoing disputes, the real origins of which were lost in the mists of time. It was not unusual for officers to receive repeat calls to neighbour disputes which had rumbled on for years. All operational officers had their own examples of these. These low level, routine jobs were often regarded as an inevitable nuisance factor to policing a community. The fact is the cumulative effect of different personnel revisiting the same complainants, sometimes over long periods of time, significantly debilitates a Police or

Local Authority workforce and this commitment detracts from the ability to provide a robust response to more significant community issues.

Historically there had been an organisational shrug of the shoulders in the absence of any realistic early resolution options. Community mediation provided such an option for the first time - an opportunity to break the 'conflict cycle' at the earliest stage.

In order for the initiative to work it was essential to obtain full endorsement from key senior personnel within both the local Police Division and the Council. A significant programme of formal consultation and liaison was undertaken to support this process. Having achieved an 'in principle' endorsement from both the Divisional Commander and Chief Executive, consultative meetings were held with representatives from all relevant unions and the Police Federation, both Personnel Departments, the Local Authority Community Safety Unit and a cross section of individual staff members from both organisations. There were also meetings with the Force Principal Personnel Officer for Equal Opportunities who had previously been instrumental in establishing a Forcewide workplace mediation scheme and with the external training provider of that scheme to gather an objective analysis of the likely success of a community mediation programme.

THE PROBLEM

Any Police Officer (and many Local Authority Staff) will acknowledge that repeat calls to a relatively small number of ongoing minor disputes is a major nuisance and detracts from the ability of both organisations to provide an effective service to the community at large. The briefest of surveys among these two workforces will confirm this and many examples will be forthcoming. Although the Local Authority systems do not produce usable hard information in this respect, the anecdotal evidence base was clear in both organisations and was supported by data drawn from the police Computerised Incident Handling system (CIH).

The recently added facility to identify the histories of previous calls to any one incident or job underlined this truism. An analysis shows that during February and March this year, officers on the G1 sub-division were called to 243 incidents recorded as "other nuisance" and 981 recorded as "juvenile nuisance". Of these, it is estimated that approximately one fifth would have been suitable for mediation. (See Appendix 2)

In relation to this project it was also clear that the concept of mediation had worked very well in other areas - in particular the workplace mediation scheme itself. That success was based on a mediation formula which could easily be adapted to community mediation. The resolution structures were applicable in both areas.

Analysis of the problem quickly showed that the 'cycle of conflict' was more likely to emerge the longer any given dispute continued. Prolonged and repeat disputes which escalated went to the very heart of quality of life issues - not only for the protagonists but those living or working nearby, children, families, sometimes colleagues and often the community support organisations such as the Local Authority and the Emergency Services. The mediation concept accepts that often warring parties do not want to lose face and that given the opportunity to air their wounds and talk to each other directly in a controlled, neutral environment they will usually reach a working compromise - thus breaking that cycle. The types of conflict which might be deemed suitable for mediation ranged from the obvious neighbour disputes to areas of diversity issues, planning disputes and lifestyle clashes etc. Any criminal behaviour would immediately preclude mediation and involve a traditional policing response.

The wide ranging analysis of the problem and the subsequent initiative conception and planning was undertaken by Inspectors Allan Binks and Roger Hart both based at Ashton-under-Lyne Police Station. This phase of the project involved liaison and contact

with Local Authority and Police colleagues, Operational Planning Unit staff, Area Operations Room personnel, Community Beat Officers and Supervisors as well as extensive interrogation of the CIH system. Whilst this process provided actual confirmation of the existence of the 'repeat visit' cycle and the 'conflict cycle' itself it also threw up some unforeseen data.

There was often extensive cross over of resource deployment by both organisations and other agencies. For example analysis of incident records showed frequent involvement by Local Authority departments in many scenarios (Environmental Health in noise nuisance cases or Community Safety in youth nuisance incidents for example) resulting in duplication of attendance, often exacerbated of course by repeat visits by both sets of personnel. Another knowledge gap emerged in the sense that no-one from either organisation seemed at that time to grasp the self-evident fact that these minor, routine repeat visits to a minority of disputants actually had a significant cumulative effect on the resource capability of both organisations. The corollary being that if repeat visits could be eradicated the cost and resource savings would quickly become absolutely enormous.

RESPONSE

Low level conflict exists everywhere but most people manage it in a way which enables them to live without causing any significant social disruption for themselves or others. The accepted definition of conflict is "a perceived divergence of interest, or a belief that current aspirations and goals cannot be met simultaneously." Dean G Pruitt and Jeffrey Z Rubin - 'Social Conflict : Escalation, Stalemate and Settlement'.

The two primary reasons for conflict are that the parties either have different interests or they have the same interests, which are in conflict. Sociologists tell us that people deal with conflict by using five classic resolution strategies - yielding, withdrawing, inaction,

contending or problem solving. The penultimate of these throws the situation into the 'conflict cycle' and the last is the method 'Tameside Mediates' uses to break that cycle. It became clear from its very genesis that the concept of community mediation was the answer to repeat visits to incidents of low-level conflict for both organisations.

Traditional responses, particularly policing responses, were seen as often contributing to the 'conflict cycle' and perpetuating the unstable situation. The core problem was rarely addressed and only the symptoms dealt with. The man who parks his car across his neighbour's drive to annoy them because their music keeps him awake when he's on shift work simply ratchets up the antagonism. When they eventually start scuffling in the street and he's arrested for a public order offence or assault, the actual problem isn't resolved. His resentment grows and he returns to more of the same. A structured mediation session, lasting an hour or so, would uncover the kernel of the problem, allow an agreed resolution and the neighbours would be likely to at least agree acceptable times for their music to be played. Another exciting opportunity also existed to deal with "group" mediation sessions where, for example, local elderly residents in an area feel threatened by a group of local youths who in reality might just be boisterous or have nowhere else to congregate. Some common understanding of each other's perspectives dissipates the tension which can often manifest itself as intolerance by one or both parties. This restoration of social harmony underpins the whole and central concept of crime and disorder reduction as its simplest and most basic. There is no real workable alternative except 'what we've always done.'

Mediation as a concept is as old as human nature but a formalised and structured application enhances its likelihood of success. Much work over many years has established successful formulation for such application. Workplace mediation schemes have proved successful and are growing in number inexorably. Indeed Allan Binks, already trained as a workplace mediator in GMP, confirmed by his own experience the value of the process and

the potential for it to be transferred to a community mediation function. (See Appendix 8). The enthusiastic response from senior personnel within both organisations when the concept was originally floated gave a firm endorsement to the principle and reassured middle managers (and union representatives!) who realised that support from the very highest levels would legitimise the process and help overcome any sticking points from the outset.

Early experimentation proved the concept worked in practice. In the very first trial session a neighbour dispute involving boundary disagreements, arguments over drain cleaning and children noise nuisance was resolved in just over an hour. That dispute had previously required numerous police visits to 'referee' fallout's for a period of about eight years. No further police visits have been requested or been necessary since the mediation session last November. The fact that an established method of problem solving resolution was being employed reassured staff - especially senior managers - within both organisations. Whilst the application of a mediation programme on such a broad base was innovative, there was no risk attached to the process and its proven high degree of success over the years in other areas (the workplace scheme) was reassuring to all parties in the early stages. Police Officers in particular saw time and again their regular disputants calling the police and often getting themselves arrested for trivial public disorder offences or 'low level' criminal damage. The subsequent case preparation and court time became irksome for everyone - including the courts themselves who rightly see it as an inappropriate use of valuable resources and time in many instances. Traditional responses were failing and clearly ineffective. The established effectiveness of mediation as a concept offered an alternative early resolution option with a high degree of probable success. For Inspectors Allan Binks and Roger Hart the proven training programme and use of an established external trainer offered obvious benefits of established practice, personalities and content. This too was reassuring to

senior officers who saw any risks minimised and were therefore happy to sanction the abstraction of staff for training and the subsequent mediating sessions themselves.

Allan Binks and Roger Hart drove the concept forward through the consultation phase culminating in a presentation to the Crime and Disorder Reduction Partnership Steering Group. Costing of the initiative was an obvious area of interest for the group members. The simplicity of the concept, the win/win outcome for everyone involved (GMP/TMBC and the actual protagonists) and the very low cost factors had universal appeal.

COSTS

Interestingly, as the community mediation concept was gestating and early ideas were being developed by Allan Binks and Roger Hart, the CDRP was approached by a local large Housing Association who were offering a limited number of places within their own mediation scheme. The Association contracted out cases of disputes with their tenants to a commercial company. Just 60 mediation sessions were on offer each year to the Association and they were willing to 'sell on' 20 of those. The cost to the Partnership would have been £30,000 p.a.!!

'Tameside Mediates' was already alive in concept and the framework mapped out. It was clear that training and 'on-costs' would be minimal.

The external trainer had already confirmed the feasibility of a community mediation scheme. Allan and Roger determined that phase one of the project would involve training a limited number of 15 staff drawn from both Greater Manchester Police and Tameside Metropolitan Borough Council. The four day training programme (reflecting the workplace mediation

training programme but with a few minor tweaks) could cater for that number of trainee mediators and would cost £2,000. A further £240 covered the hire of a local training centre facility and lunchtime buffet costs finished the costing exercise adding just a further few pounds. For under £2,500 the first round of training was in place. This produced not only a core of mediators to establish the scheme within the community but that cost also imbued members of both work forces with very usable life and workplace skills which could be employed to good effect informally in many facets of home and work life quite apart from their use in the formalised community mediation sessions. The only additional cost implications arise from very minimal administration costs (letters and phone calls to disputants) and abstractions from normal workplace duties for the hour or so each session takes. This latter process is of course absorbed by each organisation but the realisation by senior managers of the broader benefits in terms of the reduced likelihood of repeat visits justifies these short term absences. It has to be said also that for the police officers, especially the Community beat officers, such sessions may really be seen as 'core' duties.

The mediation skills acquired of course stay within each organisation for as long as those particular staff remain. Staffing abstractions are subject to other work commitments and, as agreed with senior managers in both organisations, only take place when no detriment will occur to the normal functioning of the workplace. This arrangement satisfied those section heads or middle managers (particularly within the Local Authority) who were understandably concerned about losing staff at critical times.

The modest cost of £2,500 to set up the scheme appears even more attractive when measured against the potential savings. A typical scenario of the 'conflict cycle' would be four repeat visits to a neighbour dispute which ends up with one protagonist arrested by officers for assaulting his neighbour. A not guilty plea at court leads to a trial. Assuming a

£14.81 hourly rate for a Constable and a £16.73 hourly rate for a Sergeant the cost for the above would be:-

1 x 30 minute visit by two officers	£14.81
1 x 30 minute visit by two officers	£14.81
1 x 30 minute visit by two officers	£14.81
Arrest procedure @ 1 ½ hours	£22.20
File preparation @ 1 hour	£14.81
File checking by Sergeant @ ½ hour	£8.36
Officer attendance @ court @ 3 hours	£44.43
Not Guilty trial at Magistrates Court *	£1,750

TOTAL HOURS = 6 ½

TOTAL COST £1,884.23

* Source = Home Office Research, Development and Statistics Directorate

This is of course a very conservative cost analysis - the actual figures being very much greater in many cases. Even with this comparison however it can be seen that the Tameside Mediates scheme brings about enormous time and cost savings. Data already alluded to tells us that on one sub-division alone in Tameside there are regularly well in excess of 400 incidents per month which contain elements of low level conflict (neighbour disputes, trouble with a regular group of youths in a neighbourhood etc.). Assuming that in one month each incident only requires a 15 minute officer attendance and that only 10 jobs eventually result in arrests, court appearances and not guilty pleas there is potential to drain at least 130 officer hours from the division and £17,500 costs from the judicial purse. That is over 1,500 officer hours and £210,000 per year on just one police sub-division.

DIFFICULTIES

It must be said that the 'Tameside Mediates' initiative flowed in a relatively problem free fashion from the start. The early endorsement by the Divisional Commander and Chief Executive was of course crucial in settling nerves and appeasing others on route. The concept actually received almost universal approval, not to say enthusiasm, from everyone

who was approached either for comment or to release staff to take part. There are however three areas of difficulty to which it might be worth alluding.

When the word 'mediation' is mentioned to many people they sometimes conjure the image of a 'woolly' academic process beloved of marriage guidance counsellors. It is only when the practical benefits and real resolution possibilities are pointed out that these people come round. This initial response combined with the fear by supervisors that they might, as mentioned above, lose staff for indeterminate periods gave some cause for circumspection. Once the concept, its history and successful trials were outlined however there was universal endorsement. This became a matter of presentation and both Allan and Roger quickly adopted a structured explanation to those ignorant of the concept in order to give an accurate outline and show the initiative in its correct - positive and practical - light.

On a practical point there was some concern that the advertisement for mediators would elicit either no responses or vast numbers of applicants making a sifting process unmanageable. It was decided early on to prepare an application form which, whilst covering the usual basics, did in fact challenge applicants to describe in some detail aspects of their characters which would prove them suitable to undertake mediator training. The forms were demanding to complete and clearly had the desired effect of weeding out those potential applicants who wanted to 'give it a go' out of curiosity. Only those determined candidates fully completed the forms and it has to be said the high quality of mediators selected bears out the validity of this approach.

The Union representatives brought an expected level of member protection to the early consultations. Their main concerns centred around the mediation duties as an 'add on' to their members' normal jobs. A valid discussion point and a useful exercise in working through the administration and provision of such a scheme. In short it was universally

agreed that individual mediators would only take on a mediation referral if their current work obligations allowed. If there was any possibility that by taking on mediation referral they would put themselves under unacceptable work pressures then mediators would be told quite clearly they should refer the case on to another mediator. This was subsequently emphasised at the training. In practice a referral triggers the need for one referral form, one phone call, one letter and the actual session - about two hours. The Union representatives were satisfied and, like everyone else in the consultation process, recognised the enormous positive potential of the scheme and fully endorsed it.

THE ACTUAL PROCESS

Underpinning 'Tameside Mediates' is the idea of a simple problem solving strategy. Not only simple in concept - its real strength - but also in execution (Appendix 3). Allan and Roger set out from its very inception to keep the administrative elements straight forward and not onerous. To eliminate the need for any administrative support outside the initiative itself all mediators undertake their own administration. When a police officer or local authority employee encounters a situation which might benefit from a mediation intervention they make initial contact with one of the mediators who assesses the case and decides whether mediation is an appropriate option. If not there is a return to traditional methods and a referral form is simply completed and filed with the Local Authority Liaison Officer as a negative result. If the case is suitable that mediator selects the next available mediator from a centrally maintained rota and passes the bare details to them. (Mediation practice suggests that too much initial information sometimes leads to pre-emptive judgements and makes it difficult for mediators to remain impartial). Once a mediation has been accepted the mediator telephones both protagonists to establish that they are in fact willing to try a mediation resolution - clearly an unwilling participant means mediation will not work. These calls are followed up by a letter (Appendix 4), a referral form is completed and sent to the

Local Authority Liaison Officer for filing at this stage listing the disputants and the mediator to whom the case has been referred (Appendix 5).

The sessions themselves are held on neutral territory (police stations, local authority offices, community centres, hired rooms etc.) for obvious reasons. Where necessary mediators will sometimes ask a fellow mediator to attend for safety reasons. Once the session is complete a written contract is drawn up and signed by each of the parties. Whilst this has no legal status it has enormous psychological importance as well as providing a reference for all concerned to what was agreed in the session and a reminder of their commitment to a new style of behaviour towards the other disputant. A copy of the contract is forwarded to the Local Authority Liaison Officer who files it with the original referral form.

Quarterly meetings are planned for all the mediators to get together as a group and exchange experiences, support each other and review working practices. E-mail and telephone contact between mediators on an informal basis is an ongoing process. The Local Authority Liaison Officer maintains a file of referral forms and contracts so an auditable record of the mediation process exists. The scheme is reviewed regularly at Divisional Senior Management meetings and is an agenda item on the 6 monthly Divisional Strategic Tasking and Co-ordinating Group meetings.

EVALUATION

The initial aim of setting up a community mediation scheme was achieved. Mediators were trained and the scheme was advertised extensively, both within the Tameside police division and Tameside Metropolitan Borough Council. The main objectives as outlined at the beginning of this paper were achieved. Although the scheme is still in its infancy the early indications are that the mediation process is an effective resolution if both disputant parties are willing participants and it does effectively break the 'conflict cycle'. Success is

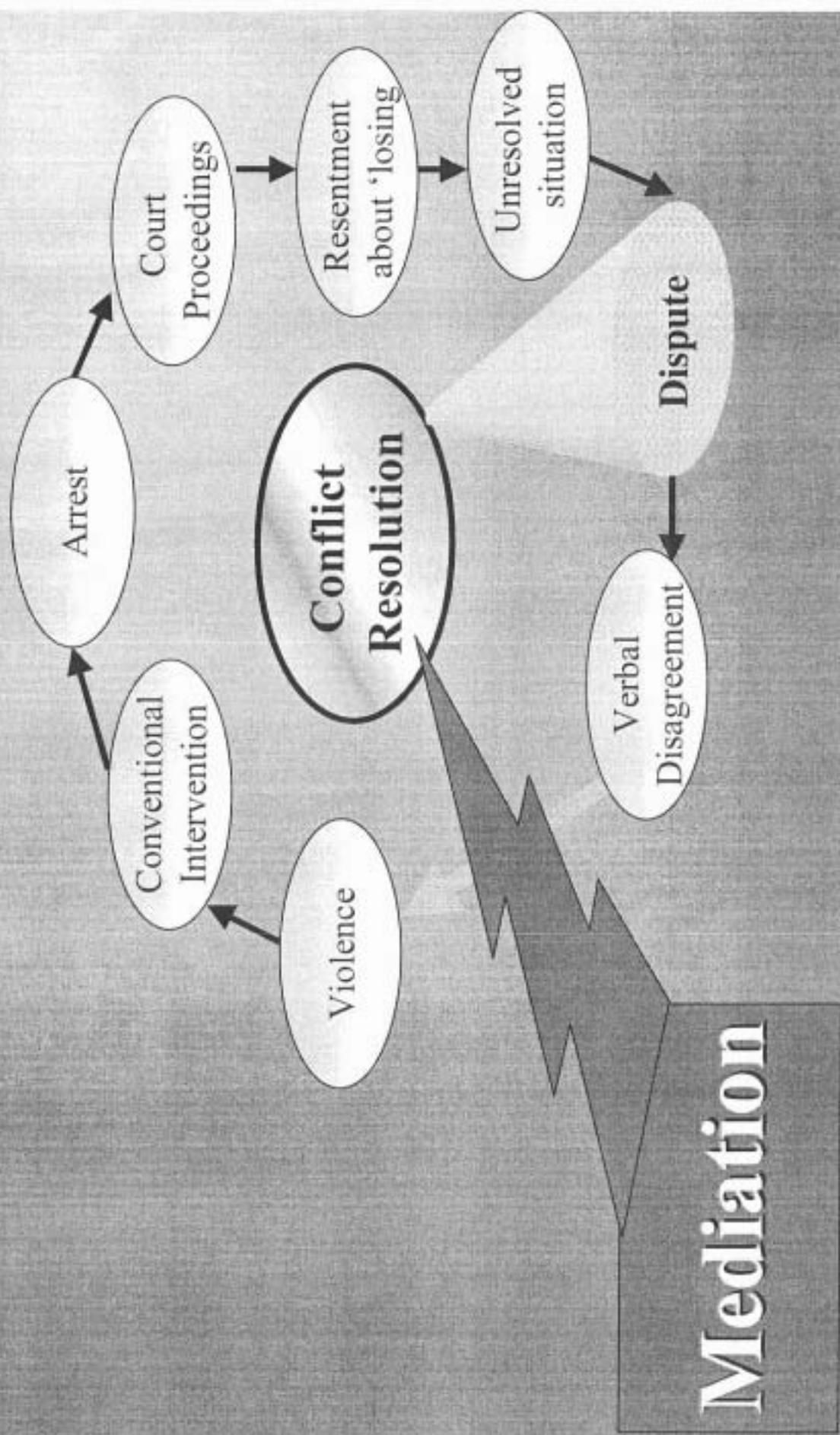
something which historically has often been difficult to assess in relation to mediation sessions. There is no expectation that participants will suddenly become friends after perhaps years of acrimony but if they can minimise their conflict to a point where both can get on with their lives without continually involving the authorities then the local community clearly benefits to a greater or lesser extent.

Feedback from the mediators themselves is very positive and it is anticipated that a further group will be trained later this year.

Not only have Inspectors Allan Binks and Roger Hart maintained an ongoing analysis of the scheme, there has by necessity been a need to provide feedback for senior managers from both the police and local Council who quite rightly wish to confirm that the training and mediation session abstractions are indeed starting to bear fruit in terms of the desired effect of a more harmonious local community and a reduced number of repeat visits by officials from both organisations to recurring incidents of low level conflict.

APPENDIX 1

THE CONFLICT CYCLE



APPENDIX 2

ANALYSIS OF CALLS

CALLS TO 'OTHER' AND 'JUVENILE' NUISANCE

G1 SUB DIVISION - FEB AND MARCH 2003

01.02.03 - 28.02.03

**INCIDENTS CODED 83
(other)**

**INCIDENTS CODED 81
(juvenile)**

Total	139	471
Number suitable for mediation ❶	29	74
Number indicating one or more previous visits ❷	25	63
Number with prior involvement of Local Authority ❸	3	38

01.03.03 - 29.03.03

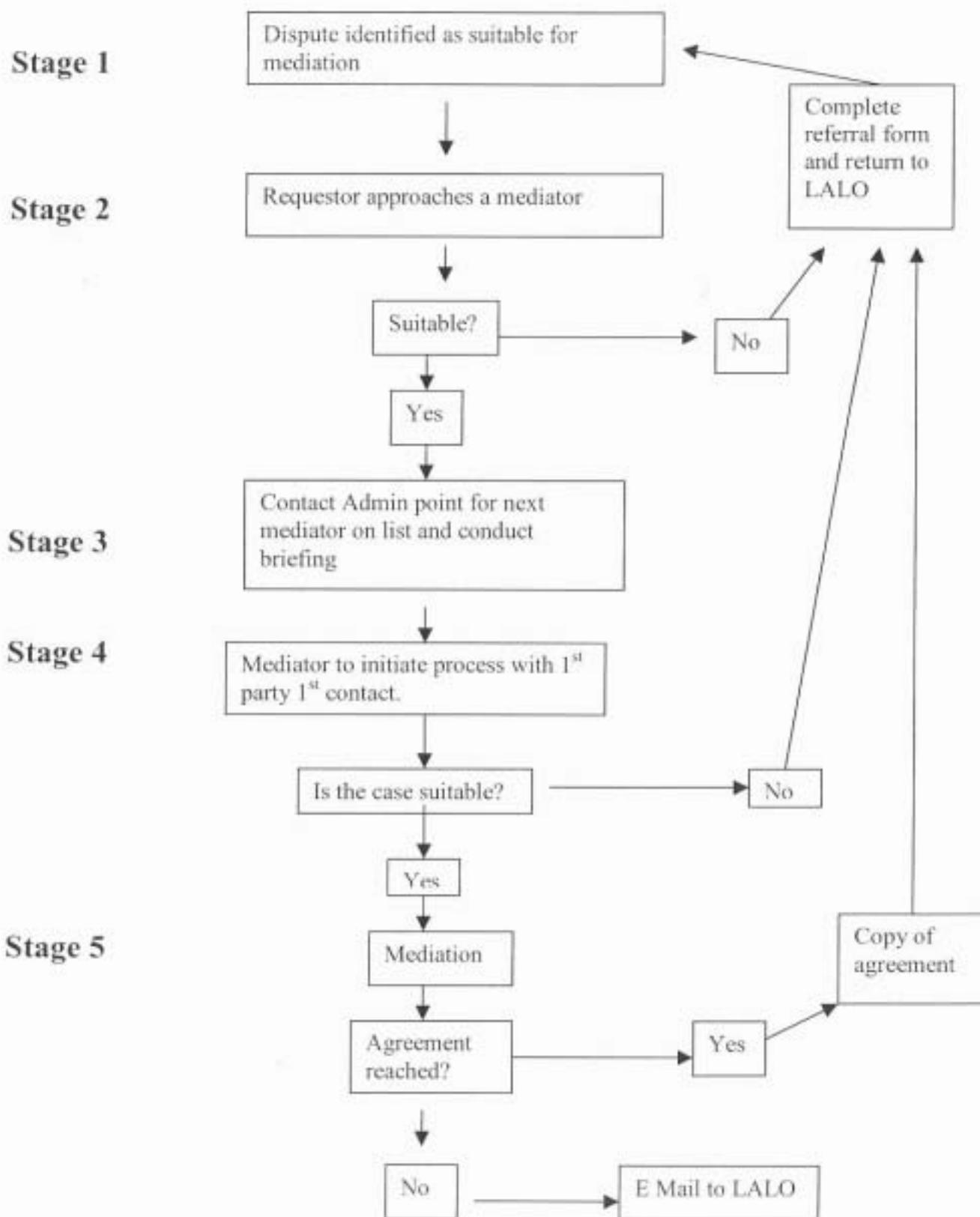
Total	104	510
Number suitable for mediation ❶	21	98
Number indicating one or more previous visits ❷	13	67
Number with prior involvement of Local Authority ❸	6	27

- ❶. This figure is of course a subjective assessment based on a reading of the incident details. It may in reality have been higher.
- ❷. Either stated specifically in the job text or drawn from local officers' knowledge of those locations and individuals. Probably higher in reality.
- ❸. Based on callers' comments, local officers' knowledge, Tameside Metropolitan Borough Council Community Safety Unit involvement with ASBOs in stated areas or Environmental Health visits etc. Believed to be higher than stated.

APPENDIX 3

FLOWCHART

TAMESIDE MEDIATES



APPENDIX 4

SAMPLE LETTER

APPENDIX 5

REFERRAL FORM

TAMESIDE MEDIATES – Referral Form

Date					
Your Details	Name; Contact number;				
Source of referral	Name; Contact number;				
Parties involved	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">1. Name/Address</td> <td style="width: 50%; border: none;">2 Name /Address</td> </tr> <tr> <td style="border: none;">Tel</td> <td style="border: none;">Tel</td> </tr> </table>	1. Name/Address	2 Name /Address	Tel	Tel
1. Name/Address	2 Name /Address				
Tel	Tel				
Brief details of conflict					
Accepted	Yes/No				
If Yes- mediator dealing					
If No reasons why					
Any further Information					

APPENDIX 6

TAMESIDE COMMUNITY SAFETY NEWS LETTER ANNOUNCING THE INITIATIVE

Community Safety News



2000-2001
Community Safety
Preventing Crime and Disorder

Issue 3
February 2003

PATROLLER NUMBER GROWS ... AGAIN!

Twenty more patrollers will be walking the streets from April, which will take the total up to sixty.

The new recruits will have to complete an intensive month long training course and will be working mainly over weekends and in the evenings.

In October 2002 the size of the patrollers team hit forty when there were sixteen new additions.

Duties for the new part-time patrollers will include dealing with incidents of nuisance, reporting cars without tax discs and abandoned cars and also administering first aid.

The team have already received recognition for their work from the local police for making the streets safer.

Consideration is also being given to the establishment of a Cadet Scheme offering career opportunities for school-leavers.

Police Chief Superintendent Zoe Hamilton said: "I cannot overstate the benefits we have already experienced from having an additional resource to work alongside us on community quality of life issues."

Cabinet Deputy responsible for community safety, Councillor Margaret Oldham said: "the patrollers have proved their worth time and time again. People tell us that they want more patrols on the street - so we're investing more on this frontline service."



POLICE IN TAMESIDE "SWEEP" CHRISTMAS CRIME FROM THE STREETS



Police in Ashton-under-Lyne 'swept' crime from the streets over the festive season, thanks to their high-profile Christmas initiative.

The operation, code-named 'Sweeper' was a multi-agency partnership initiative involving Greater Manchester Police, Tameside Metropolitan Borough Council and local retailers. Increased high-visibility policing along with valuable assistance from town centre patrollers throughout the operation helped to reassure the public, as well as acting as a crime deterrent for potential offenders.

Crime pattern analysis has shown that shoplifting, street crime, vehicle crime and assault all decreased compared to the five-week period prior to the operation.

Police made use of the Council's CCTV systems, and a state-of-the-art facial recognition system to co-ordinate intelligence.

Intelligence gathered suggests that the most prolific offenders were deterred from even entering the town centre.

Please Read

www.tameside.gov.uk

and recycle me

*Tameside Council working with the Police and
Local Community to improve your area*

'TAMESIDE MEDIATES'

'Tameside Mediates' is an exciting and innovative proposal which will allow both local authority staff and Police to be trained together to deal with conflict and dispute within our community in a positive and constructive way.

The role of a mediator is voluntary and will be undertaken in addition to their normal work. The role will involve meeting with people who might be aggrieved at the actions of others and helping them resolve their issues and plan a way forward.

The mediation scheme will provide a first line community based solution to many problems which face both local authority staff and police officers daily.

This scheme represents an opportunity for local authority staff and police to be involved in the early stages of what will be a ground breaking project in terms of both community relations and partnership working.

Community Safety Unit Officers to the Rescue

On Sunday January 12th the Emergency Response Officers from the Community Safety Unit were called by the Emergency Services to help residents who had to be evacuated from their homes after a fire in a mill on Heaton Street Denton. Whilst the Emergency Planning Team started to make arrangements to help the residents, a Forward Incident Officer went to the scene of the incident to talk to the Fire and Police Officers, to find out how Tameside Council could help. At first the Emergency Planning Team thought that over 170 people would be out of their homes for quite a long period of time. The

team called Social Services and opened a Rest Centre at Lakes Road, Dukinfield so people could take shelter from the cold and rain. In the end only a few people needed overnight accommodation so arrangements were made with a local hotel to put them up for the night. In the mean time Tameside Engineers set up road blocks to keep traffic out of the area and Patrolters were on hand to assist the Police with keeping people away from the danger area.

Tameside Council understand that the Police arrested four teenagers who were responsible for starting the fire.

'Crime & Disorder' Website

www.tameside.gov.uk



On our Home Page
just click on
Crime & Disorder

TACKLING ANTI-SOCIAL BEHAVIOUR IN TAMESIDE

Anti social behaviour is a problem that has been recognised at local, regional and national level and has perhaps the greatest potential to blight the quality of community life.

Tameside's Crime and Disorder Reduction Partnership is fully committed to tackling and reducing incidents of anti social behaviour. The Partnership has developed a problem solving structure, which enables agencies to work together effectively. Problem solving task forces are convened to deal with specific 'hot spot' areas or problems. A number of agencies, such as the police, council, patrolters, registered social landlords, youth service and others meet and devise action plans to effectively tackle the problems. This could include such measures as increased street lighting, alleygating, youth work etc.

The Partnership has also developed a case intervention group which consists of similar members and which meets on a monthly basis. Specific problem individuals are targeted by this group. Information about these individuals is shared between the group and action plans formulated. These action plans can consist of such things as written warnings, acceptable behaviour contracts, joint police station warnings, eviction proceedings and anti social behaviour orders (ASBO).

This group has, so far targeted a total of 197 individuals, taken landlord action and issued written warnings in over 100 cases, secured Tameside's first ASBO, conducted 24 face to face warnings and has 7 ASBOs pending.

The Community Safety Unit now has an anti social behaviour officer and case co-ordinator and is in the process of setting up a centralised multi agency anti social behaviour team.

If you are suffering from anti social behaviour and are a tenant of New Charter Housing ring 0800 371 830. This is a free confidential helpline. For any other case ring the Council's anti social behaviour officer on 0161 342 3291. To contact Greater Manchester Police ring 0161 872 5050.

Together, with your help we will make life safer for you and your family and improve your community.

PUP Consultation Dates

Public Voice on Policing meetings provide an opportunity for people to raise concerns and ideas with the Police and help influence local policing.

Organising by Greater Manchester Police Authority. Tameside PVP's are held regularly in the two police sub divisions (North & South). They are attended by high ranking police officers and a representative from the Community Safety Unit.

Details of the next meetings are as follows:

PVP Tameside South 10th March, Heyrod Community Centre, John Street, Heyrod, at 7pm

PVP Tameside North 11th March, St Stephens Church of England Primary School, at 7pm

Contact Jo Wicks on 0161 342 3337

Produced by the Community Safety Unit
Any comments or queries, please contact: Dean Hall 0161 342 2047

APPENDIX 7

PUBLICITY POSTER