

Title: **Operation Regulate**

Category: **Crime Reduction**

Force: **Cumbria Constabulary**

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Abstract

Operation Regulate is a multi-agency operation involving the police, crime and disorder reduction partnership, local authority and licensees. It is based on problem solving and the SARA model, and was born from the unacceptable amounts of violence and disorder which was being experienced between 1999 and 2000 in the town centre of Barrow-in-Furness, Cumbria. At that time, Barrow-in-Furness was the most violent town in the county.

The violence that was being experienced was, in the main concentrated on the 'entertainment zone' of Barrow on a Thursday, Friday and Saturday evenings, when large numbers of young people utilised licensed premises, drinking to excess and subsequently causing, or being involved in violence.

The entertainment zone, which covers two police beats, S02 and S03, consists of 22 licensed premises, the majority being fun pubs or night clubs, all having late licences. Nine of those premises are situated on one street, Cornwallis Street, which locally became known as 'the Gaza Strip'.

Operation Regulate commenced as a high visibility policing exercise, with officers deployed into the zone, being encouraged to make positive interventions to tackle potential violence at the earliest opportunity. The intended strategy was to prevent violence occurring in the first place; intervene at the earliest opportunity should it be brewing, and then take positive and direct action if it occurred. As the operation evolved, an eminent social psychologist was employed to examine the interaction between the public, doorstaff and police officers. After observing Regulate on a number of occasions he was able to make suggestions to the police on their patrolling style, thus making it less confrontational.

A number of successes have been achieved through Regulate. Overall a **39.09%** decrease in violent crime; the formation of a Bar Watch scheme; expansion of the Radio Watch scheme; educational packages in schools; a stronger partnership ethos, and considerable media interest. The interest was reflected in two television programmes, (1) 'Mean Streets' by Granada Television which compared the violence being experienced in Barrow to that of Manchester city centre, together with the measures being adopted by each; also a news feature in BBC's North West Tonight

The task was to identify and treat the causes of the problem and not just the symptoms. The essence was partnerships and the outcomes had to be sustainable. Through Regulate, all of these have been achieved in one form or another. There is, however, more work to be done on the proactive front, thus ensuring that when the operation, in its present form, comes to an end in March 2004, there are firm foundations in place to ensure that successful violence reduction activities continue.

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Bob Stafford

Mike Brockbank

Peter Huddart

Introduction

- 1.1 1999 saw the **published** crime figures place Cumbria as the sixth most violent county within England and Wales, excluding the metropolitan conurbations. Barrow-in-Furness had by far the highest levels of violent crime within the county. Running alongside the violence were the levels of deprivation which were being experienced by the populace - (55th most deprived borough within England and Wales - *DETR Levels of Deprivation Indices*). The deprivation was at its worst in five local authority wards, namely Barrow Island, Central, Hindpool, Ormsgill and Risedale. Four of the wards were mainly residential, whilst the fifth, Central contained the major retail, business and entertainment zone and the highest level of violent crime. Within this entertainment zone Operation Regulate would begin.
- 1.2 Barrow-in-Furness is a town of some 60,000 population, situated at the south-west tip of Cumbria on the Furness peninsula. Historically the town has been dependant on the shipbuilding and engineering industries for its economy with the local shipbuilding yard processing orders for the Ministry of Defence for both surface ships and submarines and the engineering for the construction of armaments. However, the end of the Cold War saw the shipyard down size its workforce from 15,000 to 4,500. The reduction in orders also affected smaller companies within the town that had been reliant, in the past, for contractual work. Surprisingly, this had little effect on crime levels, but led to increases in deprivation within the town. Barrow-in-Furness has always had a culture of 'working hard and playing hard; this was evident on a Friday and Saturday night when young people would frequent the numerous licensed premises contained within the entertainment zone, drinking alcohol to excess, resulting, at times, in wholesale violence and disorder. The reduction in employment opportunities within the town did not have a negative effect on the entertainment industry. In fact, the opposite was true; there was a significant growth in the number of late licensed premises. In real terms, the number of these premises grew by 300%.
- 1.3 During 2000, Cumbria Constabulary submitted a successful bid to Government under their Crime Reduction Programme for the Targeted Policing Initiative, (TPI), which was centred on reducing violence, within the county. This catered for the employment of a full time project manager, analysts and researchers, based at the force's headquarters, with a remit to analyse data and the causation of violence, and provide such support as was deemed necessary to each BCU area in their efforts to reduce violence and disorder. Also at this time, Barrow Borough Council surveyed the local Citizen's Panel on a number of issues that included tackling violence and disorder. The response was overwhelming to such a degree that council members set aside a budget of £60,000 to facilitate joint working. Some of this funding was used to facilitate the initial stages of Regulate.
- 1.4 The senior management team in South Cumbria were acutely aware of the position of Barrow within the violence 'league' and made a conscious decision to align specific resources to reduce the levels of violence within the town in line with Home Office targets, utilising a problem solving methodology and the SARA model. This was titled 'Operation Regulate'.

2 The Operation

2.1 The objectives of the operation were four-fold:-

- reduction of violence and disorder within the town centre;
- to treat the causation of the 'problem' as opposed to just the 'symptoms'
- to insert measures/packages which are timely, relevant and sustainable', and thus pave the way towards a step-down strategy;
- to promote an ethos of partnership co-operation.

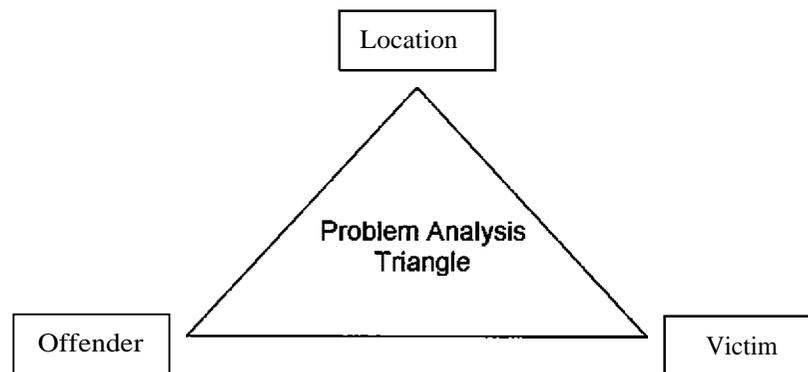
2.2 Utilising the SARA model, the following was established -

Scanning

2.3 Data obtained from the following sources, i.e. Home Office, British Crime Survey, BCU crime and incident figures, local A and E hospital data and local authority provided a base line for the legitimacy of the operation.

Analysis

2.4 The problem analysis triangle was used in the initial analysis of the data received and the findings are set out below. More in depth analysis has been done by the TPI staff at police headquarters, and this is shown in subsequent appendices.



Analysis of the data showed that the main configuration of violent behaviour centred around the entertainment zone of the town which is spread across two town centre beats, namely S02 and S03 (see appendix 1). This zone has 22 licensed premises, 50% of which are licensed until either 2 or 3am. Nine of these are situated on one street, namely Cornwallis Street that is known locally as the 'Gaza Strip' due to the historical levels of violence. Predominately, these premises are frequented by young males and females between the ages of 16 and 30 years. This has been corroborated through offender analysis. It was clear that in the majority of cases, alcohol was a major contributory factor.

Cornwallis Street is a main **thoroughfare** for public transport and also has the town's main taxi rank. Although there are a large number of taxis that are available to customers, the local bus service ceases at midnight.

2.5 The entertainment zone has a number of town centre CCTV cameras installed which are linked to a monitoring suite within the local police station but the benefits of such are, at times, reduced by the quality of street lighting.

- 2.6 The make-up of the licensed premises falls into two categories: (1) fun pubs with late licenses, where the accent is on the consumption of alcohol, rather than entertainment or the provision of refreshments, and, (2) night clubs, which are sub-divided into cabaret and dance music orientations. All premises are controlled both externally and internally by locally employed doorstaff who are predominantly male.
- 2.7 During the analysis stage it was considered that it may be useful to obtain a psychological perspective into the subject of violence and disorder, and with this in mind a request was made to Dr Mark Levine, an eminent social psychologist, to ascertain the possible underlying causes as to why violence occurs.

Response

- 2.8 It was considered that the response, due to the wide-ranging issues should be incremental, and these were as follows: -

Stage 1 - (commenced November 2000)

Activities: -

- High visibility, intensive patrolling
- Intelligence gathering
- Developing public and media profile for operational aims
- Identifying hot spots and refining operational responses
- Psychological analysis
- Review (to allow ongoing flexibility and analytical processes)

Comment: The review of stage 1 highlighted the need for a tactical menu, to ensure all aspects of the operation were being covered on a weekly basis. (See Appendix III).

Stage 2 - (commenced 2 January 2001)

Activities: -

- Secure funding for continuation of Phase 1
- Continue intelligence activities
- Develop protocols with identified partners (Hospital staff, taxi drivers, etc)
- Victim enquiries and follow up
- Research into further strategies to combat alcohol related offending
- Refine media campaign to reflect ongoing activities
- Review (to allow ongoing flexibility and analytical processes)

Stage 3 - (commenced January 2002)

Planned activities: -

- Partnership based initiatives to protect vulnerable persons (lone females, children etc)
- Consider and pursue sponsorship opportunities
- Address area of "unreported crime" — research creation of "sanctuaries against violence" and access to support for victims of unreported violence
- Review (to allow ongoing flexibility and analytical processes)

Stage 4 - (commencing summer 2002) - awaiting resources/funding

Planned activities: -

- Develop educational packages relating to drink related/violent offending.
- Research with stakeholders/outside organisations, developing partnerships/protocols /codes of practice appropriately
- Review (to allow ongoing flexibility and analytical processes)

Stage 5 -(commencing January 2003) - still to be developed

Planned Activities: -

- Review and formally evaluate Operation Regulate to date
- Identify /refine/share best practices and lessons learned
- Seek stakeholder feedback
- Ensure effective incorporation of all local/central government initiatives into partnership activities
- Consider need for new policies/ practices
- Develop funding options

Stage 6 - (commencing summer 2003) - still to be developed

Planned activities: -

- Incorporate outcomes from Phase 5 into new Operation
- Incorporate latest local/central government strategies/funding options
- Engage community and media participation
- Identify new partners and stakeholders
- Formulate future Phases for Regulate 2 including 'step-down' strategy

Assessment

SPsychological Analysis)

2.9 Dr Levine's involvement with Operation Regulate began more than 12 months ago. He contributed to two aspects of the work on Regulate. The first was to observe the deployment of officers on Regulate operations and to comment on the consequences of such deployments for relations with the public in Barrow town centre. The second was to contribute to longer term thinking on how to understand the underlying causes of violence in Barrow, as a means to developing strategies for community led (or partnership) approaches to reducing violence.

2.10 Dr Levine observed Regulate on Thursdays, Fridays and Saturdays, and on two evenings when normal levels of policing were operating. His work involved observing police briefings, interaction between officers, pub and club users, both inside and outside premises and door supervisors. Informal interviews took place with those mentioned. Findings were fed back via the review mechanism

2.11 As a result of these observations policing deployment practices were changed to ensure interaction as opposed to conflict. Originally, officers were employed in a single line on the pavements opposite the clubs. At Dr Levine's suggestion, the tactic of 'matched pairs' was introduced. One pair of officers was placed outside the club entrances talking to customers. The second pair were deployed across the other side of the road watching the officers outside the clubs, (as a safety

measure), but also enabling a greater field of view up the streets. This tactic was introduced outside each premise in the entertainment zone.

- 2.12 Dr Levine has since obtained funding to better understand the causation of violence within Barrow town centre. The main thrust of this research revolves around formal interviews with officers, door supervisors and club users. The interviews will focus on the formal and the informal regulation of violence in Barrow town centre. In particular, the research will explore beliefs about the legitimacy of using violence amongst different groups in the population. It will also examine the degree to which people feel a sense of social responsibility for the behaviour and welfare of others. The aim of this work is to contribute to the step-down strategy in 2004.

3. Linked Crime Reduction Measures

- 3.1 Other than tackling the problem through direct police action, Regulate has been the catalyst for a number of other reduction measures being implemented. Examples of which are:

Bar Watch - Bar Watch was formed, as a result of a number of town centre licensees and the police forming a committee to tackle the problems of violence, by the introduction of a scheme of excluding those persons from their premises who had been instrumental in causing violence either within, towards them or their staff. Exclusions last for a minimum of three months with photographs of offenders available to those in the Bar Watch **membership. Analysis shows that those persons who have been excluded have not committed further offences of violence.**

Hospital Liaison - This involved officers deployed to the A & E Department of the local hospital to reduce the number of occasions that hospital staff had to deal with offences of violence within the hospital environs. A protocol on joint working in this area is also in preparation.

Licensing Liaison - A dedicated police officer working with local licensees to assist in the problems that are occurring in licensed premises. The liaison embraces the local fire service, local authority environmental health and local authority licensing committee.

Radio Link - Linked to the town centre CCTV system, and monitored by the police camera operators, Regulate facilitated each licensee within the entertainment zone having access to the scheme. This allowed for early warning of potential troublemakers, and the effective deployment of patrolling officers to hotspots.

Door staff registration scheme - All doorstaff operating within the entertainment zone are now registered with the local authority and undertake training in such matters as first aid, conflict management and drug recognition.

Offy Watch - There has been a recognition that a number of prospective customers, especially those who are under-age were in a position to obtain intoxicants from off licence premises either within or on the periphery of the town centre. Through various meetings with these licensees, an agreement was reached that these sales would cease.

School Packages - in order that the ethos of Regulate is carried forward into the next generation of 'customers', packages are delivered into secondary schools which incorporate Regulate, alcohol use, and conflict management.

Operation Salvation - This operation was created under the umbrella of Operation Regulate to address the issues facing members of minority ethnic groups in Barrow town centre in relation to violence and disorder. The basic objective was to discover the true extent of violence and abuse people from various ethnic backgrounds encounter. The traditional response to need was formulated upon actual reported racist crime and incidents; however, it was recognised in Operation Regulate that trust and confidence needed to be increased between people from minority ethnic groups and the police. The increase in trust and

confidence would allow the true picture of racist crime to be established in the town centre, so an appropriate response could be formulated.

Taxi Watch/Telephone cards - Taxi Watch was introduced as 'additional eyes' when it was realised that although taxis had radio communication to their bases, bases themselves had no radio communication between themselves. This was overcome by the provision of radios to each base, which were linked to the police and the CCTV staff. Free *telephone cards* were issued to vulnerable individuals that allowed for five minutes free national rate calls. (See appendix V)

Personal attack alarms - Following a series of late night indecent assaults on women in the entertainment zone, the police funded the purchase of personal attack alarms and initiated a 'Safer Routes Home' initiative promoting the use of well lit and police patrolled routes from the town centre to residential estates.

Cinema advertising - Pearl and Dean have produced a cinema advertisement which will be run over 12 months to promote Cumbria Police and partners' anti-violence initiatives. This was preceded by a similar campaign on local radio.

CCTV - a police initiative utilising teachers and education/health agencies to identify, monitor and intervene as appropriate, targeting under age drinkers within the entertainment zone. This is still in the development stage, but initial evaluation is favourable. To provide deterrents and evidence gathering at identified violence hotspots a mobile police CCTV unit was established to complement fixed local authority CCTV cameras. This has proven to be particularly successful especially in the discouragement of low level juvenile violence and disorder.

4. Measurable effects

- The total number of offences of violence within the entertainment zone from 1998 to the commencement of the operation in October 2000 was 1110. From October 2000 until March 2002 the figure was reduced to 676. This equates to a reduction of **39.09%**. (See Appendix 2).
- Those persons which were excluded under the Bar Watch scheme show no evidence of re-offending. This is due to the co-operation and support of local licensees.
- The partnership between police, CDRP, local authority and licensees has been strengthened.
- Positive media coverage has been achieved. This includes programmes produced by Granada TV, (Mean Streets), and BBC North West Tonight.
- Best practice from Regulate is being promulgated throughout South Cumbria, and has seen enquiries from other police forces in the country.
- A better understanding has been achieved between the police and ethnic groups, particularly in the under reporting of racial incidents, concerning fast food outlets.

5. Conclusion

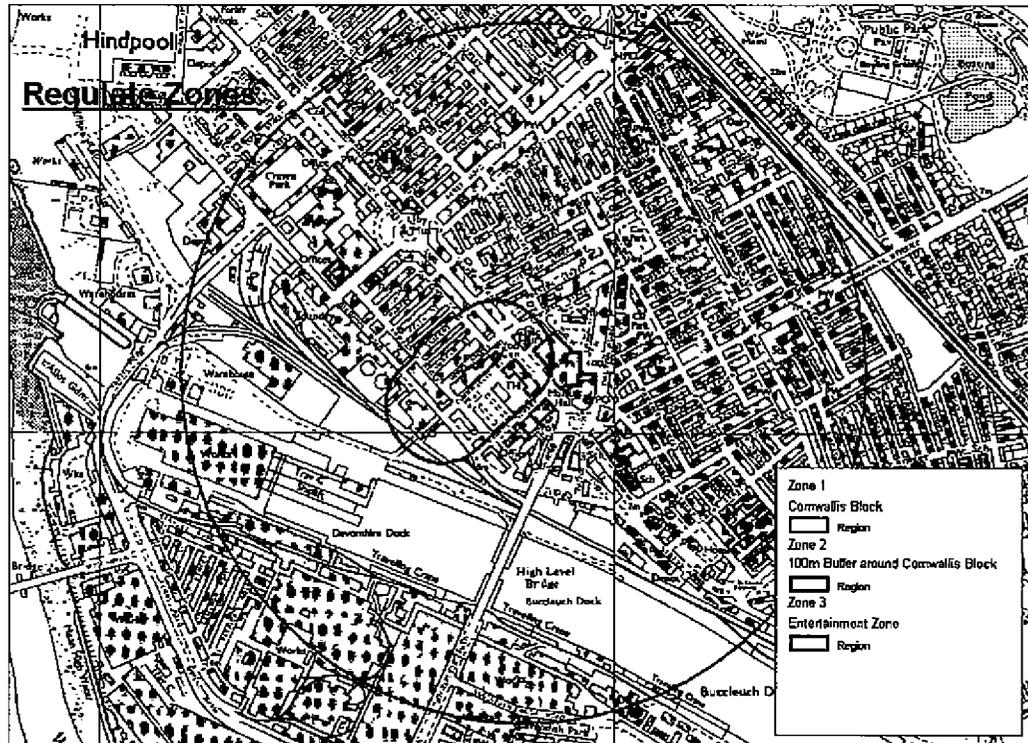
- 5.1 All partners are concerned about the damage that violent offending causes to the public perception of Barrow. This has obvious consequential effects for the pubs and clubs, but there are also implications for other traders in the town. At a broader level this negative perception makes it more difficult to attract visitors to the area, creates the impression of the prevalence of a low quality of life in the town, and may discourage potential employers from establishing businesses in the area. The fear of crime, in particular the fear of being assaulted, is a real issue for people living and working in Barrow.
- 5.2 Through Operation Regulate there is evidence that the culture that makes it acceptable to engage in violent acts as part of a 'night out' is changing. Club owners, licensees and their employees are taking a different approach to preventing violent offending and in dealing with it if it does occur. Police officers are now deploying different skills when facing potential offenders, and that officers' mindset is more clearly focused on reduction tactics rather than allowing situations to escalate, and then arresting. None of this has happened by chance.
- 5.3 In qualitative terms there has been much excellent feedback about the effect on perceptions of public safety and positive policing in the town centre. The operation has been cited by elected representatives as a success. Licensees have told officers that it has made a real difference to what happens inside and outside their clubs. Officers themselves believe they are making a difference. Significantly officers now feel much more confident in tackling violent crime and there is clear evidence of high morale amongst staff performing these difficult duties.
- 5.4 The former Secretary of State for Home Affairs, the Rt. Hon. Jack Straw, MP, highlighted Cumbria as being one of the leading forces in crime reduction and singled out the figures in relation to violent crime reduction for particular praise. South Cumbria's figures, and those of Barrow in particular, have made a real contribution to the Force's standing nationally in terms of reducing violent crime.

Appendix I

TPI Analysis

Defining the study Region:-

The entertainment zone has been divided into three zones; each is a spatial object in its own right.



| Zone | Description |
|------|--|
| 1 | Inside the main Pubs and Clubs in Cornwallis Street |
| 2 | Immediate environs of Cornwallis Street |
| 3 | Entertainment Zone, demarcated by location of Licensed Premises in recognised supply chain |

Defining the study period

A study period of eight months before and eight months during the Regulate Operation has been selected. The start date of the Regulate Operation is 111112000.

| | |
|----------------|-------------------------|
| Before | 1/3/2000 to 1/11/2000 |
| During (After) | 111112000 to 31/06/2001 |

Two counts are provided for this study period Incidents (POLiS Incidents) and Crimes. Incidents are logged by the command and control system and represent a truer picture of any incident category. The parameters for both counts are presented below:

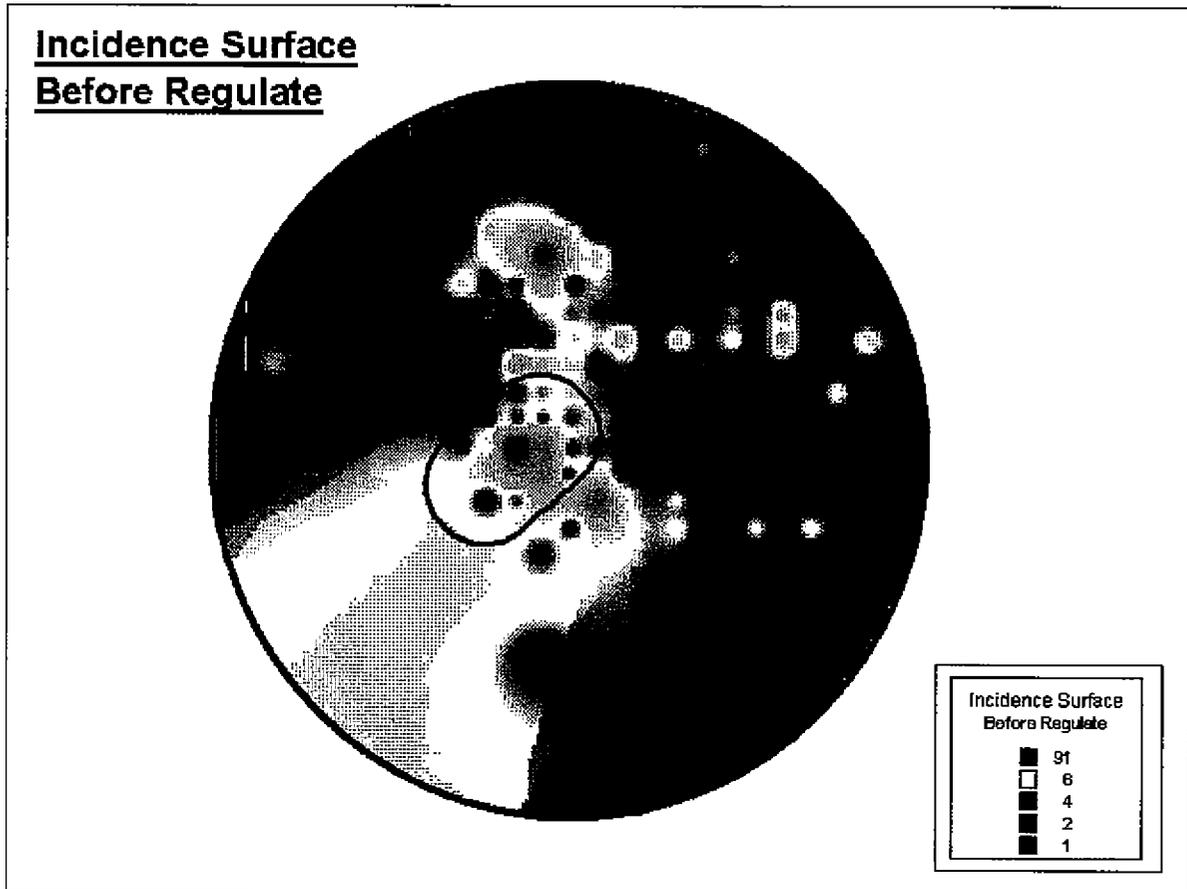
| Count | Parameters |
|-----------|--|
| Incidence | Counts for zones 2 and 3 for the study periods stated. Incidents included in the following query `Like "DISORDER IN ST/PUB PL/LIC PREM" Or "DRUNKENESS" Or "BREACH OF PEACE" Or "VIOLENCE AGAINST PERSON" Or Like "RACIAL*" Or Like "SEXUAL*"". Only days on which Regulate operated have been included (with the obvious over-spill associated with a night-out). The query for the days is Like "Tuesday" Or Like "Wednesday" Or Like "Thursday" Or Like "Friday" Or Like "Saturday" Or Like "Sunday". |
| Crime | Counts for zones 2 and 3 for the study periods stated. All offences in the OFPPERS category are included. No differentiation is made for the day of week. |

All data is presented to the best of our knowledge free from worst excesses of error.

Spatial Analysis

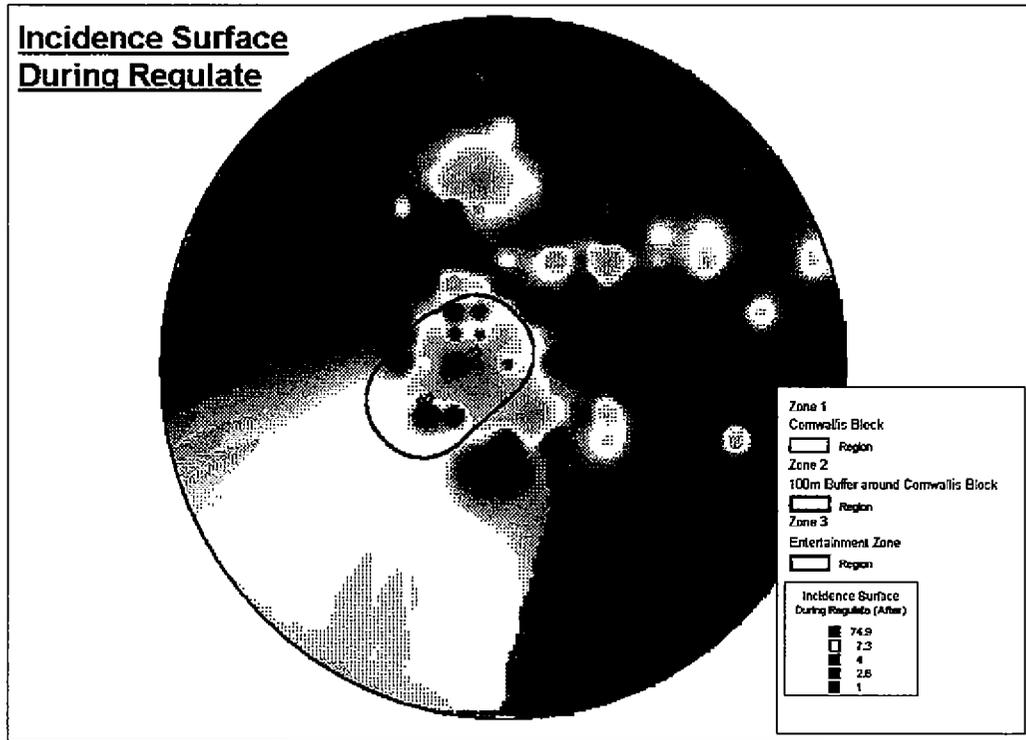
Before

Interpretation



This relative hot-spot map shows that the original design for deploying Regulate Staff captures the hottest areas within Zone 3. Zone 2 captures the hottest area in the entire surface.

- After



Interpretation

This relative hot-spot map shows that the zones designed for deploying Regulate Staff still capture the hottest areas within Zone 3. Zone 2 captures the hottest area in the entire surface. The overall surface is cooling.

Zonal Analysis

Counts for selected days:

- **Zone 2**

| | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|------------|---------|-----------|----------|--------|----------|--------|
| Before | 8 | 5 | 11 | 44 | 83 | 75 |
| After | 11 | 10 | 10 | 38 | 65 | 67 |
| Difference | 3 | 5 | -1 | -6 | -18 | -8 |

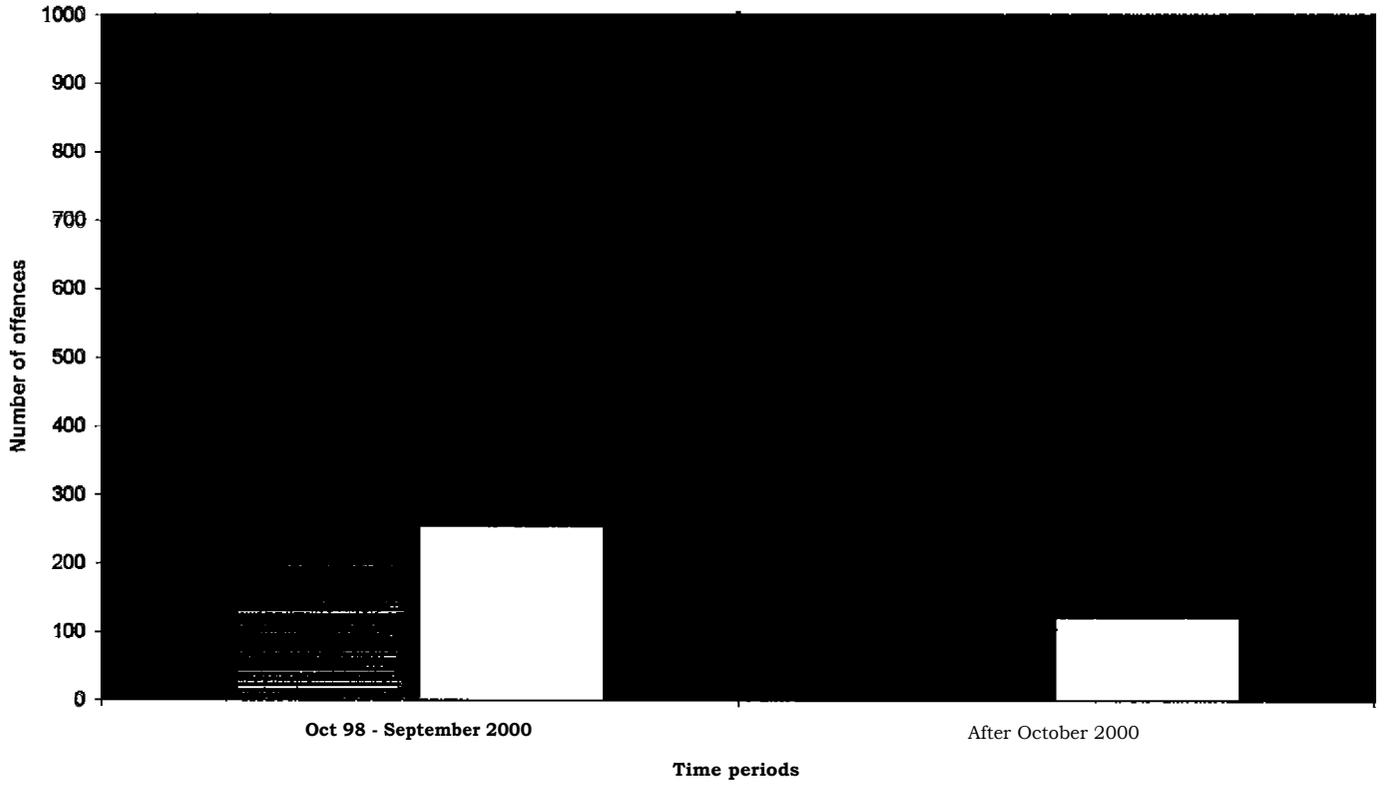
- **Zone 3**

| | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|------------|---------|-----------|----------|--------|----------|-----------|
| Before | 80 | 113 | 98 | 127 | 151 | 154 |
| After | 58 | 106 | 70 | 91 | 95 | 84 |
| Difference | :22 | -7 | -28 | -36 | -56 | -70 |

Appendix II

Crime Reduction Graph

Violence in Entertainment Zone prior to and after Regulate



Appendix III

(Tactical Menu)

- a. Intelligence build-up by AIU to identify known hot spots for close police attention at relevant times.
- b. Use of AIU to identify known or potential troublemakers as Targets for personal early evening visits to warn regarding offending conduct and to be challenged and warned when seen in public in entertainment zone (AIU staff aware of criteria). Target visits can be combined with Positive Parking – police officers/vehicles remain in vicinity of target after visit to reinforce visible police interest in subject/vicinity.
- c. Compilation of list of outstanding warrants for search or arrest where offenders have violence or disorder related history. Operations to be high profile and steps taken to make general public in vicinity aware of police action against violence and disorder. Positive parking option can also be used.
- d. Identification of similar targets for Bail/Curfew checks
- e. Where Pubwatch or Barwatch schemes in place, visits to those on "Ban List" for personal reminder of status and warning against further offending behaviour.
- f. As above, visits to licensed premises that are members of identifiable schemes, to demonstrate support and joint action against violence and disorder in premises.
- g. Visits to other licensed premises (on and of licensed) to publicise police objectives to reduce violence and disorder and elicit support of staff.
- h. By use of local police knowledge and the incident profile in the locality, supervisors may plot in advance the most advantageous positions for foot patrols and marked vehicle routes. These may vary dependent upon time of evening and the particular aim of the tactic – e.g. a position which affords the best visibility of a police patrol to early evening passers by is not necessarily effective late evening, where officers are more effective amongst queues outside night clubs. This is an everyday undertaking for uniformed supervisors, however there can be significant value in formalising such a tactical review **in** the light of incident profiles and intelligence data from our Analysts (copies will be provided prior to the Operation)

High visibility early evening presence in entertainment areas where police officers may engage with public who are yet to be affected by excessive alcohol intake and identify purpose of police activity as a public safety measure. This is an attempt to raise awareness amongst the majority of revellers and in longer-term influence the culture of the area to reject violent and disorderly conduct.
- j. AIU deployments into the entertainment areas to liaise with licensees and staff and identify individuals or groups with potential for later problems. These may then be targeted by uniformed officers for a "friendly" warning against future misbehaviour
- k. Use of vans and marked police vehicles on pre-determined patrol routes to enhance visibility of police operation. Here a balance may need to be struck between mobile profile and positive parking, in which officers may alight from vehicles and engage with members of public in busy locations. As the evening progresses a judgement may be made that the deterrent effect of frequently visible marked vehicles outweighs the need for public contact by mobile officers.

- l. Identification of the time profile in the movement of the public into, within or from entertainment areas and adjustment of police deployments and tactical objectives accordingly.
- m. Deployment of SOC Overt Evidence Gatherers in public areas. Even with the presence of CCTV, this is an immediate focus of public interest and can create an opportunity for officers to inform the public of operational objectives. Similar tactic can be used with the Mobile CCTV Unit.
- n. Once night- clubs and pubs are open, regular visits to Door staff and Management to demonstrate support and encourage good management of premises. There is a longer-term strategy in preparation for police involvement with such premises.
- o. Dependent upon local conditions and a dynamic risk assessment, Supervisors may direct uniformed officers in company to visit and enter late licensed premises, to show a presence. This is aimed at a non-confrontational public encounter. If circumstances indicate otherwise, such casual visits should not take place.
- p. Building upon previous intelligence reviews and tactical assessments, supervisors should deploy foot patrols to best effect for closing time. Where resources are limited, so might be opportunities for flexibility here. Interesting work has been done in Barrow in deploying pairs of uniformed officers close into club exits, where these officers are shadowed on the other side of the street by two colleagues, who provide first line assistance. This tactic provides officers with a relatively safe way to speak to the public leaving the clubs and possibly defuse any developing incidents at an early stage. The value of general good-natured banter by officers with the public at this particular point cannot be under estimated. Such deployments may include late night Take-aways at the outset, or the tactical deployment may amend to allow foot patrols to move with any crowd as it leaves the entertainment area
- q. Where arrest is necessary, the aim is to remove the offender as promptly and as safely for of ficers as possible. Op. Regulate has refined a practice whereby only the arresting officer and one or two colleagues lays hands on the detainee whilst other officers form a loose containment around the incident, facing the crowd. This prevents an undignified melee and ensures that officers are not subject to attack or interference from behind. It is essential that the officers in the cordon speak calmly to bystanders— this is a valuable opportunity to defuse tempers and explain that the offender had overstepped reasonable behaviour. This is designed to have the officers seen as acting on behalf of the community at large, to maintain the peace, rather than as outside agents who randomly interfere in the enjoyment of innocent revellers. (This is admittedly an unusual viewpoint for police, but the value of which is emphasised through our work with Social Psychologists). Once the arrest is made both the vehicle and other officers should remove themselves from the immediate scene promptly (even if just across the road). This then removes the focus for the bystanders and defuses the incident aftermath
- r. Following a series of attacks upon women in Barrow Town Centre, a study was undertaken to identify the main routes used by the public as they left the Town Centre late at night. After midnight, marked police vehicles through whose areas these routes ran are encouraged to patrol these routes slowly, when uncommitted elsewhere. This tactic provides visible reassurance to the public and a degree of deterrence to would be offenders. This "Safe Routes " scheme has been publicised and will form part of a more comprehensive public safety strategy. This tactic can have universal application.
- s. A debrief should be held whenever possible, prior to stand down of officers. There are a number of matters, which would be of benefit for later follow-up. It is important that neither Operation Regulate nor Operation Sequence are seen in isolation, but are identified as part of a long term overall strategy of violence reduction across the Area.

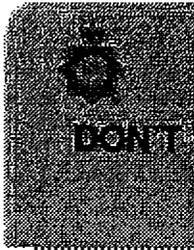
Some of these issues may be:

- Feedback from staff on operational preparation and resources
- Specialist support and suggestions

- Partnership opportunities (with licensees, etc)
 - Feedback on Tactical Menu or suggestions for extending same
 - Identification of issues in community, which may benefit from being addressed further — e.g. street lighting, public drinking legislation, conduct of door staff and management of premises (worthy of praise or firm advice)
- + Intelligence feedback — 5x5x5x reports etc.

Appendix V

Examples of phone cards etc



ACACIA CARS 830055 Z CARS 870444
COASTLINE TAXIS 824504 ACE CARS 877277

BROUGHT TO YOU BY BARROW POLICE

\$ MINUTES OF FREE NATIONAL RA : HONEGALLS

1. Dial Free Phone Acc'ess. Numb4i'0800tU 444
lthiirtfolkw'oke .. - - - - -
2. Etita' elm ado 7387 3:r11 os7
3. Make yourcMI -d⁹ _ll _ n. araaooode
4. To rage a fdow, oh call, dral ## (tbrka:photres ON)

Rds. Esa FlitoomaAW17MCAROUICLM
Feir vv 11(M1370930 *romelec000.com
vaOIHPIrOal 00mol*211M. 14 it. i. No tMmid.

When OR FREE Ram, PDNacle 0ane
& ITT phone box n*
calmrsh, Ugl. L philio ir fe: mrg, DML A. thorn ecard.

OPERATION REGULATE
Voucher to be exchanged for one
PERSONAL ATTACK ALARM
Can be exchanged at Barrow Police
Station during opening hours
(subject to availability)
Cumbria CRIMESTOPPERS 0600 555 111