

## Tilley Award 2005

### Application form

The following form must be completed in full. Failure to do so will result in disqualification from the competition.

Please send completed application forms to Tricia Perkins at [patricia.perkins@homeoffice.gsi.gov.uk](mailto:patricia.perkins@homeoffice.gsi.gov.uk)

All entries must be received by noon on the 29 April 2005. Entries received after that date will not be accepted under any circumstances. Any queries on the application process should be directed to Tricia Perkins on 0207 035 0262.

#### 1. Details of application

Title of the project **The Full Monty**

Name of force/agency/CDRP: **South Yorkshire Police**

Name of one contact person with position/rank (this should be one of the authors):

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Name of endorsing senior representatives(s) **Mr R Dyson**

Position and rank of endorsing senior representatives(s) **Assistant Chief Constable**

Full address of endorsing senior representatives(s)

**South Yorkshire Police Headquarters  
Snig Hill  
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## 2. Summary of application

The Town End area of Barnsley experienced a high volume of burglaries - 97% of offenders being drug addicts. Residents and businesses were complaining about the drug dealing and addicts who were causing annoyance. The number of drug dealers and addicts was increasing alarmingly and as a direct result of this drug dealers were becoming wealthy and others saw this as a way to make "easy money".

Residents, businesses and the police attended a meeting to address all concerns and to jointly agree the way forward. A business analysis of the drug market was carried out by the Drug Action Team and Forces Drugs Strategy Unit to establish why people deal drugs, examining character and lifestyle.

A decision was made to concentrate on the main players who were monopolising the market through power or intimidation. A partnership approach was adopted to support increased drug awareness in communities, with a view to a reduction and eventual prevention in affected areas. Youth clubs, church groups, school and Youth Offending Teams were targeted providing stable support systems and increased accessibility to treatment centres for drug users and families.

As a result of community engagement and partnership working there has been a 42% decrease in burglaries in the area. There is feedback from the community that the fear of crime has gone down. Complaints from the community have reduced overall, those complaints regarding drug use in the area have gone down by 80%. Premises that have been used in the dealing of drugs, including shops, have been closed down. Target hardening has been used on complete streets rather than just attacked premises.

Consultation has been much more frequent, frank and constructive with a greater emphasis on community involvement. Those once considered 'untouchable' by the more impressionable youth in the community have been brought to book with some 42 separate charges having been laid on the seven main offenders. Almost £250,000 worth of drug related assets have been recovered, together with the confiscation of numerous firearms and ammunition.

By not allowing the dealers to function, a positive message of support is being sent out to the community and also a harsh warning to those considering following in the dealers footsteps.

The operation has been such a success that officers from West Yorkshire and the Metropolitan Police are using it as Best practice.

### 3. Description of project

The police district of Barnsley covers 127 square miles of the Barnsley Metropolitan Borough District which has a resident population of 228,100, of whom a little over 1% are of a visible minority origin. The area comprises Barnsley town centre and the smaller surrounding townships of Darton, Royston, Dodworth, Lundwood, Penistone, Wombwell, Goldthorpe, Darfield, Grimethorpe, Thurnscoe, Cudworth, Hoyland and Worsbrough, which are linked by expanses of rural area with low population.

The town used to be at the heart of the coal mining industry. Unfortunately since the 1980's thousands of jobs have been lost with the decline of this industry, the last collieries closing in early 1994. Barnsley has the highest unemployment figures in the Yorkshire Region - 3,709 of the population are unemployed, which represents 4.4 per cent of the workforce. The supply and misuse of controlled drugs is still a growing problem, the predominance of heroin and cocaine abuse within the borough is of particular concern.

The area of Town End, Barnsley is a substantial socially deprived residential area made up of streets of terraced council houses. With high unemployment and a general feeling of abandonment, the area became characterised by open drug taking, and associated crime, particularly house burglaries. Dealers and addicts took over the streets and the communal areas, and acquisitive crime rates began to spiral. This left residents in fear of their own safety both in their homes and on the streets. In November 2003 a public meeting was called to highlight the problems in the area and this report explains the multi-agency approach that was developed to tackle this problem of drug supply, drug use and burglaries committed by the addicts to feed their habit. From 2000 to 2003 for its size and population it was the most burgled area in the Barnsley district.

Detailed analysis was carried out to establish the problems and the police drew together an Action Team to help them decide exactly what needed doing and decide how to change the situation. This Team was made up of staff from the police, in addition to crime prevention, Impact team managers, Probation, Health Service, Environmental Health, Highways and Engineering, Street Lighting, Victim Support, Neighbourhood Safety Unit and Planning department, as well as representatives from the local community and businesses in the area. A separate meeting was fixed for members of the community to attend in which they were invited to give their views. Everyone placed the open sale of hard drugs and the presence of drug addicts on the streets as the most important concerns for the area. Every person arrested for volume crime in that area was questioned about his or her use of hard drugs - 97% said they were drug addicts.

Intelligence was at the heart of analysing the problem and this suggested a small number of highly organised local criminals were at the core. Mapping insight was obtained using the force's Drug Seizure System to show arrests in the area, seizures, drug type and quantities. Data was obtained prior to the outset of the operation and throughout in an effort to drive the tactical assessment. The business structure of the market was that of a highly organised main dealer who kept control of an industrial press used to compact the drugs but otherwise remaining 'hands off' in an effort to distance himself. This man instructed a trusted 'second in command' on such issues as forensic awareness, creating rural stashes, supplying other minions with mobile phones and pool cars and giving them strict instructions as to police interview techniques. The pool of people they used worked in shifts and had few convictions in relation to drugs so as not to draw undue police attention. For the most part they were vulnerable, easily intimidated individuals who were paid a small wage for their efforts. This criminal drugs network took over the whole area.

Mapping of the area indicating other deficiency factors such as unemployment and a lack of social and community facilities was courtesy of the Barnsley Drug Action Team and the Force Drug Strategy Unit. A business analysis of the drug markets concerned was carried out to establish why people deal drugs, examining character and lifestyle in an effort to obtain the best knowledge of the drugs business. As part of the strategic assessment a decision was reached to concentrate on those groups and individuals monopolising the market through power or intimidation.

Having established that the underlying factors impacting upon the problem was the illicit supply and misuse of controlled drugs, the following partnership objectives were agreed:

#### ENFORCEMENT

To arrest those involved in the large-scale distribution of the drugs, to dismantle or at least heavily disrupt their drug market and to identify and confiscate their assets. There was a conscious decision to capture the whole drugs network and not as in the past just to arrest the "minnows" that could easily be replaced.

## DIVERSION

To establish a stable support structure for drug users and their families. Again some work had gone into rehabilitation but we needed to get the addicts into treatment centres in weeks rather than months. There was also a need to support the families.

## ENVIRONMENT

To change the current environment to reduce opportunities for offending and to make residents feel safer. Target hardening for entire streets was the objective rather than just target hardening the houses after they had been broken into. The area was cleared up and the graffiti and rubbish was removed.

In order to dismantle the structure of the Class A drug supply operating in Town End it was necessary to obtain the best 'live' intelligence that would receive swift and decisive action by the police. After establishing a mutually supportive working relationship with the partnership agencies, which included a new information sharing protocol, of equal importance was the constant updating of the communities concerned, supporting them and informing them of what had and what was happening. This very often involved 'face to face' contact and reassurance as well as other tried and tested means such as leafleting and use of the local press.

Once identified, the partnerships were responsible for supporting interventions in those communities deemed to have the greatest problems. Apart from the consultation process outlined above, other intervention methods were put in place. For instance, aside from the norm of drug awareness and crime reduction presentations and advice within communities, we also included promoting the 'Lifestyle' programme. Youth clubs, church groups, schools (including pupil exclusion programmes) and Youth Offending Teams were targeted. The scheme was specifically aimed at young people but particularly those that are vulnerable with drug problems and/or being used as couriers. The youth scheme, which runs from May to September, saw a total of 78 teams (numbering between 2 and 5 members) from Barnsley District enter and many were from the area mentioned above.

Every effort was made to prevent drug users abusing drugs, to access treatment and support services and make best use of education schemes, probation, drug arrest referral schemes and treatment centres with a real focus on neighbourhood renewal and community cohesion.

Enforcement interventions have included the high visibility and reassurance provided by an integrated patrol strategy involving Beat officers, Police Community Safety officers, Neighbourhood Safety officers, special constables and traffic wardens to reassure residents and deter offenders. Structured operations, including warrants and observations were undertaken. After each warrant was executed, printed cards were distributed to all houses in the area asking for further information to be given anonymously regarding the dealers. The resources available to dealers have been removed including the seizure of assets resulting from the proceeds of crime and also the dealer's transport links have been removed by regularly carrying out road checks using the ANPR system. The gathering of intelligence has been maximised by interviewing every addict arrested with a view to accessing knowledge regarding identities of local dealers.

Legislation has been used to close down drug dealing addresses and also advice has been given to those licensed premises known to be drug haunts in relation to Section 8 of the Misuse of Drugs Act. In addition to this, the "Pubwatch" warning system has been used to deter entry to other licensed premises.

In addition to enforcement action, partners agreed that action would be taken to develop the opportunities for diverting offenders away from crime. Every effort has been made to reduce the waiting times for treatment, ensuring that treatment is readily available and emphasising the importance of referral schemes. Specialist treatment for "crack" addicts has been sought, together with harm reduction advice and needle exchange schemes. A "person centred" approach for support of the addict and their family has been adopted, ensuring that supervision, care and after-care provision is being enforced.

A Burglary Reduction Group and a Business Group have been created to ensure a regular exchange of information between the police and their partners. These forums have facilitated a frank and honest airing of concerns and have built on the established foundations of partnership working. A Housing Impact Team has been formed with the capacity to serve eviction notices for breach of tenancy regulations.

By tackling the demand side and sharing all information with other agencies, we have disrupted the easy flow of

drugs by hunting down their transport and operating regular Automatic Number Plate Recognition Systems operations. We have arrested a whole criminal network, rather than normal "small fry" and fully intend to use new legislation to seize assets. By not allowing the dealers to function, we are sending out a positive message to the community and also a harsh warning to those considering following in the dealers' footsteps.

The drugs business in the area has been severely affected by using an innovative co-ordinated approach, giving good drugs education to young people by involving the parents and schools, health officials, community groups and the media. Addicts have been given an alternative to the cycle of drug addiction and crime, either by the voluntary or Criminal Justice route. The police have acted swiftly to residents' concerns by closing down previously well-established drug dens.

Performance Indicators to measure effectiveness have been established to monitor how each intervention has progressed. The results have included:

- Recovery of four fully working shotguns and cartridges and Magnum ammunition.
- The identification of £249,000 in property subject to confiscation orders.
- A large amount of property has been identified as the proceeds of burglary.
- Five separate drug stashes buried in woodland have been found and seized.
- Eight evictions of offenders after premises identified as being used for dealing in drugs were targeted with the assistance of the council and in some instances private landlords
- A number of individuals known to frequent those pubs and clubs, which in some instances are the social hub of the community, have been banned and the 'Pubwatch' warning system has been used to deter entry to other nearby licensed premises.
- A 42% decrease in burglaries in the area.
- Feedback from the community that the fear of crime has gone down.
- Complaints from the community, around drug use in the area, have gone down by 80%.
- Premises that have been used as dealing, including shops, have been closed down.
- Target hardening has been used on complete streets rather than just attacked premises.
- 42 separate charges having been laid on the seven main offenders.
- With the exception of one, all the persons arrested either pleaded guilty or were found guilty. They were sentenced to a total of 36 years in prison.
- Consultation with the community and partners has been much more frequent, frank and constructive with a greater emphasis on involvement.

One factor which had a great effect was that everyone involved in taking action was held accountable and given timescales which they kept to. A control area was selected (a similar area with similar problems) and comparisons were made, which showed that there seemed to be no explanation for the results achieved other than the actions that were taken. The operation has been seen to be such a success that officers from West Yorkshire and the Metropolitan Police are now using it as Best Practice.