



Tilley Award 2006

Operation Capital

*Humberside Police
D Division
(City of Hull BCU)
Riverside Local Partnership Team*

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SUMMARY - OPERATION CAPITAL

Kingston-upon-Hull is the UK's 12th largest city and has important economic links with the rest of the UK and Europe. However, the city gained a reputation as being an undesirable place to live and this poor image did little to reassure city centre communities against the fear of crime.

Humberside Police's Riverside Local Partnership Team, through engagement of city centre stakeholders, sought to understand the underlying nature of the problems and develop a long term solution. A number of key issues were identified:

- Negative media reporting increasing the fear of crime in the city centre
- Recognised social deprivation impacted on acquisitional crime rates
- A traditional increase in business crime on the run-up to Christmas
- Overt anti-social behaviour, street drinking and begging in the city centre
- Previously ineffective or short-term initiatives by Police
- Failure to exploit partnership working to tackle problems

Operation Capital was developed in response to these issues - an inclusive, partnership based problem solving initiative. The operation was underpinned by the creation of strong communication links with stakeholders, collective ownership of the problems through **Engagement, Education and Enforcement**, and application of the Crime and Disorder Reduction model.

Important activities, driving operational performance included:

- Securing of funding through CDRP
- Maximising information-sharing protocols, allowing NIM compliant tasking and co-ordination activities
- Development of local protocols for use of FPNs
- Establishing a 'pro-active' approach with partners
- Positive engagement of the local media
- Engagement of Retail Security Staff and partners through regular briefing/meetings
- Direct lines of communication through Police single point of contact and stores radio link
- Dedicated CCTV/optical evidence capability, underpinned by RIPA legislation
- Joint high-visibility patrols/enforcement activity
- Robust ASBO application procedures, collating evidence from all partners
- Regular review/feedback between partners on current/emerging trends and results
- Research/application of other good practice (bicycle patrols)

The overwhelming success of the operation is evidenced by some of the following results:

- Reductions in retail theft -30.8%, commercial burglary -26.4%, deception -38.9%, robbery -18.2% (compared to same period, 2004)
- 87 arrests
- 20 ASBOs secured on persistent offenders
- No requirement for Divisional pre-Christmas high-visibility Operation(saving +£25K)
- Street drinkers and beggars now absent from city centre
- Reduced demand on police 'response' resources
- New opportunities for externally funded initiatives
- Excellent partnership/media feedback
- Links to night-time economy initiatives

DESCRIPTION OF PROJECT - OPERATION CAPITAL

SCANNING

Background

Kingston-upon-Hull is the UK's 12th largest city and has important economic links with the rest of the UK and Europe. However, the city gained a reputation as being an undesirable place to live and this poor image did little to reassure city centre communities against the fear of crime. Recent television documentaries portrayed the city as 'the worst place in England to live', an opinion that generally has a negative economic impact on the city's business community.

The city is undergoing significant regeneration and has a desire to make a claim to regional investment opportunities. However, the management of perception of crime within the city centre continues to be a prerequisite in any successful commercial investment, and the need to provide a strong business case for the city is intrinsically linked to its crime and disorder reduction strategy.

The fear of crime within the city centre was perpetuated through overt presence of street drinkers, beggars, and acts of anti-social behaviour during the peak trading periods of the day time economy. Attempts to tackle these issues had already been implemented by the Local Policing Team, through Operations Hunter and Chesterton. However, it was clear that even though these initiatives had built a momentum, there was a long term solution required to deal with the associated crime trends and quality of life issues that so adversely affected the city centre community.

Historically Hull City Centre had significant increases in pre-Christmas crime. Theft, deception, robbery, street drinking and begging raised the fear of crime during this commercially important period. In previous years additional policing operations were implemented to tackle these increases in crime, without any appropriate assessment or evaluation of their success.

Humberside Police's Riverside Local Partnership Team (LPT) has responsibility for neighbourhood policing for four ward areas within the Hull City Centre area. The team was formed following a Divisional reorganisation in June 2005. This includes responsibility for Myton Ward which contains the main city centre retail district, and the heart of the city's economy, and a responsibility to work in partnership with local agencies and stakeholders to address crime and disorder issues. The team led by an Inspector, consists of two Sergeants and a team of Police Constables, Special Constables and Police Community Support Officers.

The Hull City Retail Crime Partnership (HCRCP) consists of 300 members throughout the city. This group had become increasingly disillusioned with the support from the police in recent months, and were keen to improve their relationship with the LPT, increase member confidence and proactively address the pre-Christmas seasonal increase in business crime.

The LPT and the HCRCP through engagement of key stakeholders, sought to understand the underlying nature of the problems and develop a long term solution. The conclusions reached confirmed a number of key factors that needed to be addressed to improve crime trends and the fear of crime:

- Negative media reporting increasing the fear of crime.
- Recognised social deprivation impacted on acquisitional crime.
- A traditional increase in business crime on the run-up to Christmas.
- Overt anti-social behaviour, street drinking and begging.
- Previously ineffective or short-term initiatives by Police.
- Failure to exploit partnership working.

ANALYSIS

Hull City Centre suffers from many of the problems facing most cities throughout the United Kingdom. However, this was exacerbated by the above national average levels of crime accruing in the surrounding adjoining suburbs. Poor housing conditions, low skill levels, drug and alcohol dependency, high levels of unemployment and a high level of dependency on state benefits, facilitates an atmosphere where the city centre was targeted as a place to commit crime for gain. This coupled with general anti-social behaviour, street drinking and general rowdy behaviour due to excess alcohol consumption had put the city centre 'off limits' to many.

On examining the way in which the city is portrayed in the eyes of the media it was apparent that the availability of hard statistical data in relation to the social structures and environment that exists within the city added to the negative perception and associated fear of crime.

During the consultative process the city's Chamber of Commerce highlighted some contradictory data for the city of Hull that added to its negative image.

For example, 420,000 people live in Hull's travel to work area and 5 million people live within an hour of the city, however, Hull's population is only 247,900 and fell 7.5% in last decade.

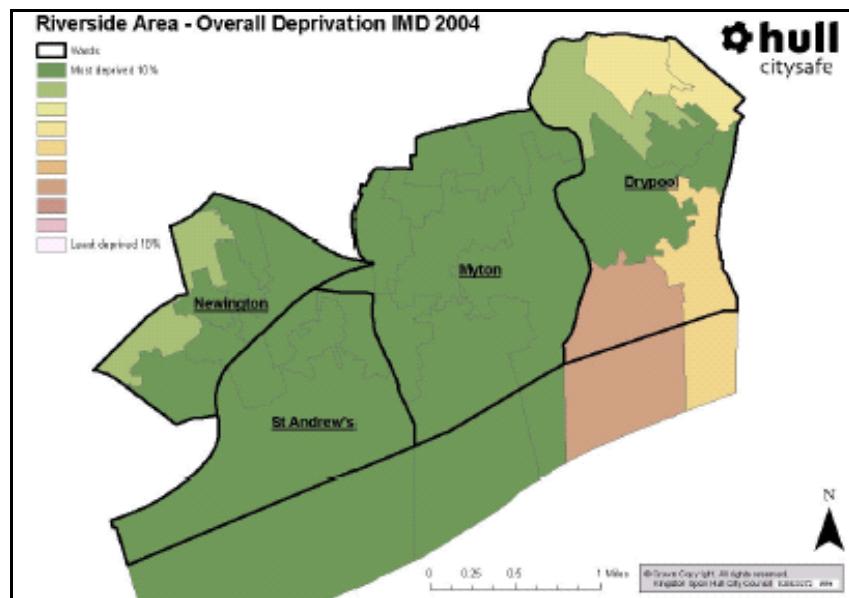
Regeneration evidence indicates business start ups showing a healthy increase in the number of businesses in Hull registered for VAT, however, 2001 figures show that 17.8 businesses started up in Hull per 10,000 population, half the national average.

The University of Hull is 'top ten' ranked for chemistry, drama and electronic engineering, however, 41.2% of people aged 16-74 have no qualifications and a third of residents are functionally illiterate or innumerate.

Hull has 5,010 VAT/PAYE registered businesses (7,500 total enterprises) with many more in the wider economic area, but unemployment remains at nearly twice the national average.

Hull has started a £1billion regeneration programme at a time when 100,000 (40%) of the population in Hull are officially income deprived.

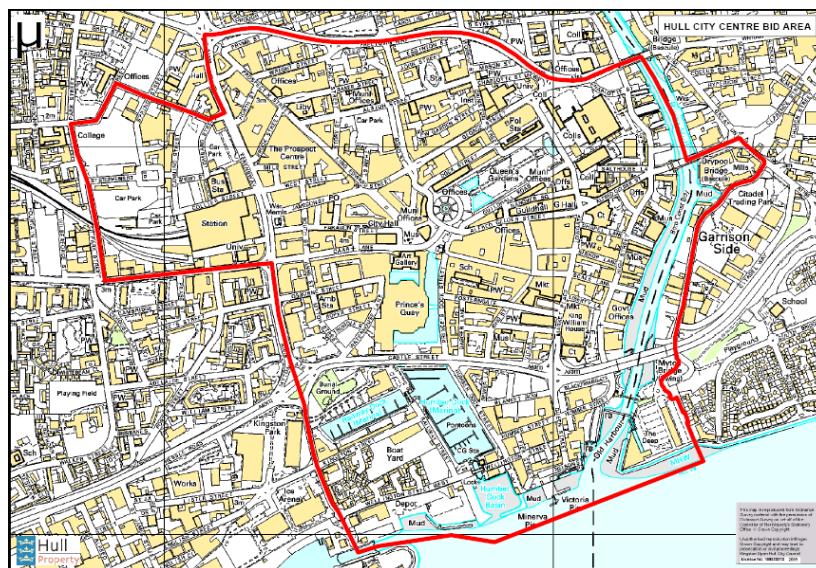
Information from the Riverside area profile produced by the Crime and Disorder Reduction Partnership (CDRP) shows that the Myton Ward is categorised as being in the 10% most deprived areas of the UK.



An additional impact factor in terms of partnership confidence was the image of Humberside Police in light of the Bichard Inquiry, and the HMIC assessment of the forces performances which ranked it as one the most underperforming nationally. This was despite recent Police Standards Unit engagement and Divisional restructuring, resulting in significant quality of service and performance improvements.

We recognised the value of applying the problem solving triangle (Victim, Location, Offender) to understand the nature of the problems. A consultation exercise with stakeholders considered the needs of potential victims, i.e. city businesses, independent traders, visitors and residents. These groups became intrinsically linked with the solution, and consequently a high level of ownership and cooperation was achieved during the operational response.

It was important that we identified a geographical focus for our analysis. We used the existing 'Gold Zone' boundary, the central district within the city centre.



Map used with permission of Hull Chamber of Commerce

We attempted to produce meaningful crime statistical information in relation to the 'Gold Zone', however, the existing city centre police beat boundaries cut across this area. This made information delivery challenging. We recognised that any effective solution had to include a comparative performance management capability, to illustrate effective crime reduction success.

Information collated by HCRCP demonstrated that in the summer of 2005 the volume of incident reports received had increased by 22% per month. Analysing this data highlighted that in the preceding six months 6% of offenders appeared on 27% of all known offender incident reports in the HCRCP database, from a portfolio of 189 known offenders. These crimes included deceptions, commercial burglary, robberies, and shop theft. Analysis of offender profiles indicated that many of these offenders were actually the same individuals that were involved in street drinking and anti-social behaviour in the city centre.

Analysis of these crime trends indicated that the majority of these offences were committed between 1100 to 1500hrs throughout the week, with a particular emphasis on the latter part of the week and the weekend.

The previous Christmas's had been policed as part of the Division's Operation Yuletide, a high visibility policing operation designed to reassure Christmas shoppers, and deal with reported business crime. However, this operation was staffed by officers from across the Division, and therefore lacked ownership and operational focus.

A typical Operation Yuletide cost the Division approximately £25,000 per annum (cost of police resources). It did not contain any element of performance management or evaluation of effectiveness. Without this performance information it was not possible to negate any criticism of this policing operation.

In the summer of 2005, anti-social issues such as drug use, drinking, and nuisance was identified in the area of Queens Gardens, a 'recreational garden' within the heart of the city.

Operation Hunter utilised a Sec30 Dispersal Order (Anti Social Behaviour Act 2003) which solved the problem in Queens Gardens. However, it actually displaced the problem into Victoria Square, a prominent city centre landmark. This area rapidly became the substitute for Queens Gardens, i.e. frequented by street drinkers, beggars and others intent on committing anti-social acts.

Operation Chesterton was the progression to address the problems around Victoria Square. However, it was seen by the business community and city visitors as a short term solution, further dispersing the individuals concerned around the city centre.

Conclusion

A holistic solution was required to address the problems that existed within the city centre:

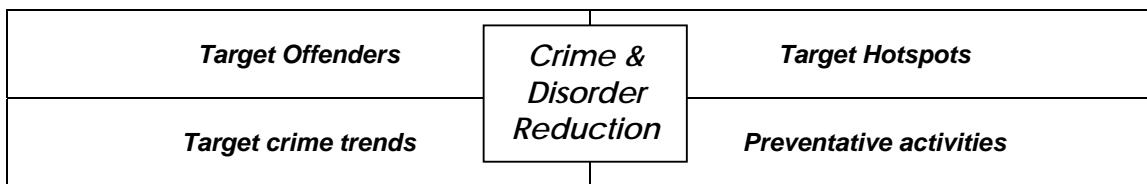
- Clear the city centre area of daytime anti-social behaviour and low-level street crime caused by a significant minority of persistent offenders.
- Reduce retail crime during the festive period.
- Improve the perception and image of Hull City Centre for the daytime economy by making the area tangibly more 'safe and secure' for businesses, shoppers and visitors alike.
- It was recognised from the consultative process that the key partners vital to achieving an effective response included:
 - **Humberside Police***
 - **Hull City Retail Crime Partnership***
 - Hull Citysafe (CDRP)
 - Secure City Centre Project
 - Hull City ASB Team
 - Hull City Centre Ambassadors
 - Hull City Council CCTV
 - Chamber of Trade
 - City Centre Manager
 - Riverside Area Councillors
 - Riverside Area Team
 - Local business's and residents
 - Hull Daily Mail

**Lead Partners*

RESPONSE

We designed a response using established problem solving models and principles. This response became Operation Capital.

The Association of Chief Police Officers (ACPO) produced the Manual of Guidance on Keeping the Peace in October 2001 as a primary tool for managing events and incidents where there is a likelihood of disorder or risk to public safety. This guide contains the Crime and Disorder Reduction Model which we used as a template to design the operational response.



Crime & Disorder Reduction Model (ACPO Keeping the Peace)

We concluded that bespoke activity fell under three main categories, **ENGAGEMENT**, **EDUCATION** and **ENFORCEMENT**.

An activity template was constructed to record primary activity in each of these key areas.

ENGAGEMENT	Description	Actions
Partners	<ul style="list-style-type: none"> Regular meetings to discuss issues, needs and impact factors. 	<ul style="list-style-type: none"> Operation Capital launch. Weekly lead partner meetings. Retail security staff meetings. HCRC meetings. Ambassador Steering Group meetings. Area Committee meetings. Ward Forums.
Single Point of Contact (SPOC)	<ul style="list-style-type: none"> Police SPOC provides access and continuity, acting as focal point for collation of information and driving operational activity. 	<ul style="list-style-type: none"> Appointment based on professional knowledge, skills, and experience within the city centre. Daily analysis of crime trends, arrests, and collation of evidence from partners for use in ASBO applications. Quick-time attendance at local meetings and intervention and/or engagement where necessary.
Safer Entertainment Zone (SEZ)	<ul style="list-style-type: none"> Engagement with SEZ (encompassing Hull's night time leisure economy within the Gold Zone). Engagement with the Tackling Violent Crime Project (TVCP), ensuring policing continuity throughout the daytime and night time economies. 	<ul style="list-style-type: none"> Regular liaison with TVCP team. Coordination of resources achieved through handover briefings (SPOC). Use of new designated Alcohol Exclusion Zone powers.
Media	<ul style="list-style-type: none"> Proactive use of media addressing 	<ul style="list-style-type: none"> Hull Daily Mail engagement,

	operational aims.	(nominated reporter). <ul style="list-style-type: none"> • Use of Police Press Office • Use of Council Press Office. • 'Hull in Print' (City Newsletter) • Use of Hull Daily Mail press library (analysis)
Retail radio	<ul style="list-style-type: none"> • All patrols and partners to utilise the HCRCP radio infrastructure, enabling effective communication and local information exchange. 	<ul style="list-style-type: none"> • Primary communication tool for daily tactical activities. • Access by SPOC and dedicated patrols. • Ambassadors added to partnership frequency.
Funding	<ul style="list-style-type: none"> • Operational funding negotiated through the Secure City Centre Project (SCCP) and Single Regeneration Budgets (SRB). • Financial accounting system developed ensuring funds were appropriately managed. 	<ul style="list-style-type: none"> • £7739.60 funded through SCCP and SRB. • LPT Sergeant appointed as Funds Manager, supported by Divisional Finance Manager. • Funds Manager responsible for planning and operational resourcing.

EDUCATION	Description	Action
Problem Solving	<ul style="list-style-type: none"> • Education of partners and stakeholders in problem solving principles, and the benefits of a partnership approach. 	<ul style="list-style-type: none"> • Encourage knowledge and ownership of issues through consultative processes. • Regular feedback of results demonstrating operational success.
New Policies	<ul style="list-style-type: none"> • Develop protocols to maximise the use of resources. • Agreed protocols with Crown Prosecution Service in relation to use of legislation and prosecution policies. • Internal communication of new policies and protocols. 	<ul style="list-style-type: none"> • Effective use of legislation. • Establish local protocols in relation to Fixed Penalty Notices (see below) • Establish protocols with police Northern Command Centre (NCC) in relation to use of Operation Capital resources. • Circulation of Operational Order and supporting policy information.
Information Sharing	<ul style="list-style-type: none"> • Ensure that existing data sharing protocols were fit for purpose, and complied with. • Apply the principles of the NIM, and ensure partnership compliance. • Ensure activity is intelligence led. 	<ul style="list-style-type: none"> • Engagement of Chief Information Compliance Officer to review and ensure Data Protection Act compliance. • Daily briefings for lead partners via SPOC. • Produce relevant intelligence information for partners. • Identify intelligence requirements and task to appropriate resources for development.
Fixed Penalty Notices	<ul style="list-style-type: none"> • Local protocols developed to use Penalty Notices for Disorder (PND) for dealing with shop theft. 	<ul style="list-style-type: none"> • Protocol developed and training delivered to police officers and staff to encourage use.

Crime Prevention	<ul style="list-style-type: none"> Crime prevention information and awareness delivered to stakeholders. Retail security staff encouraged to adopt a proactive (not reactive) approach to retail crime. 	<ul style="list-style-type: none"> Briefing of retail security staff to ensure awareness of offender profiles, and preventative activity. Consider corporate requirements driving security staff activity. Ambassador support to security staff in managing incidents. Crime prevention leafleting by Ambassadors. Press releases. Public meetings.
Performance Management	<ul style="list-style-type: none"> Monitor and review current and emerging crime trends and operational demands. Recognise and consider the difficulties in comparing crime trends within the Gold Zone. 	<ul style="list-style-type: none"> Establish operational monitoring forms to record daily activity of resources. Review daily reported crime, and intelligence for use in tasking meetings. Weekly management meetings to review reported crime and task to deal with emerging trends.
Diversion	<ul style="list-style-type: none"> Establish effective offender diversion opportunities to support crime prevention activity. 	<ul style="list-style-type: none"> Access to referral workers on arrest. Drug testing and access to Drug Intervention Programmes where appropriate. Engagement with the Begging Working Group, to offer support through the 'Diverted Giving' initiative.
ASBO Development	<ul style="list-style-type: none"> Rigorous ASBO application for convicted offenders and those fitting the offender profile. 	<ul style="list-style-type: none"> SPOC is focal point for continuity of ASBO applications. Collation of information and evidence to support applications. Application on conviction for persistent offenders. Regular liaison with Force solicitor to ensure application success. Liaison with Divisional ASBO coordination officer. Consultation with the Local Authority ASB team. Use of media.

ENFORCEMENT	Description	Action
Patrols	<ul style="list-style-type: none"> Dedicated resources to providing operational continuity and ownership, reducing the demand for other police resources. High visibility reassurance patrols to reduce fear of crime. Multi-agency patrols reinforcing partnership approach, ensuring effective 	<ul style="list-style-type: none"> Dedicated patrols appropriately briefed and tasked. Regular multi-agency patrols conducted. Appoint Ambassador's police liaison officer. Use of other resources e.g. mounted branch, public order.

	<ul style="list-style-type: none"> use of resources. Intelligence driven patrols targeting hotspots. Response to incidents fitting the operational criteria. 	<ul style="list-style-type: none"> Use of media highlighting patrol activity. No requirement for Operation Yuletide.
Bicycle Patrols	<ul style="list-style-type: none"> Provide an innovative, flexible and high profile patrol capability to enhance operational effectiveness. To identify and implement good operational practice that exists in other force areas. 	<ul style="list-style-type: none"> Nominated officer researches operational good practice in respect of high visibility bicycle patrols (North Yorkshire Police, York). Bicycle patrols established as an operational tactical option, resulting in excellent partnership feedback.
ASBO Enforcement	<ul style="list-style-type: none"> Collation of information and evidence to support prosecution for ASBO breach. Communication of existing ASBO conditions to partners to maximise enforcement opportunities. Rigorous arrest policy in relation to ASBO breaches. 	<ul style="list-style-type: none"> Information exchange to ensure quick-time identification of ASBO breaches. Use of CCTV to identify and target breaches.
Surveillance	<ul style="list-style-type: none"> Surveillance authorities obtained using RIPA legislation. Targeted surveillance activity using appropriate resources to gather evidence. 	<ul style="list-style-type: none"> Proactive/reactive use of CCTV system to support activities and resources. Dedicated CCTV operator funded by operation. Police camera teams to gather intelligence, patrol hotspots, and gather optical evidence to support prosecution. Plain clothes police patrols and Council ASB Team resources to gather evidence to support arrest and prosecution.
Persistent Offenders	<ul style="list-style-type: none"> Identify, target, arrest and prosecute persistent offenders within operational criteria. 	<ul style="list-style-type: none"> Liaison with Divisional Intelligence Bureau to feed Divisional tasking process.

ASSESSMENT

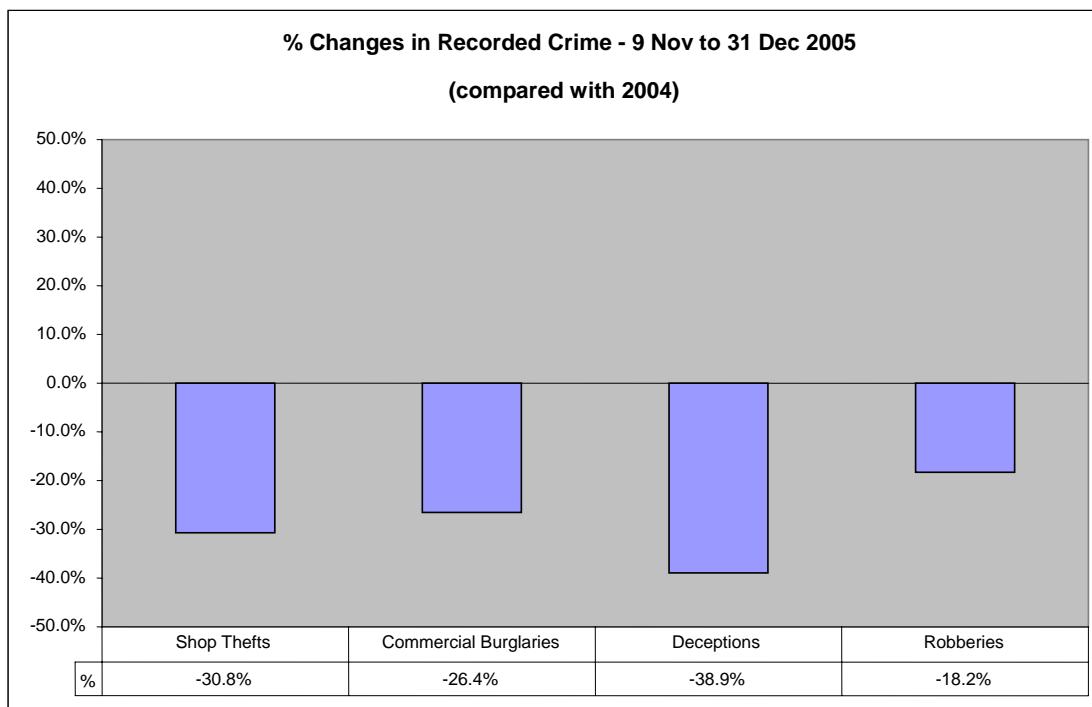
A critical success factor for Operation Capital was key partners owning and sharing the thrust of the strategy. Without doubt there was a commitment to work in partnership, but previously this had been done in a tokenistic manner with partners sat around the same table but working to different agendas. Operation Capital became the focus and driver to address significant, persistent issues that had blighted the city centre over a significant period of time.

The success of the operation can be measured by the following:

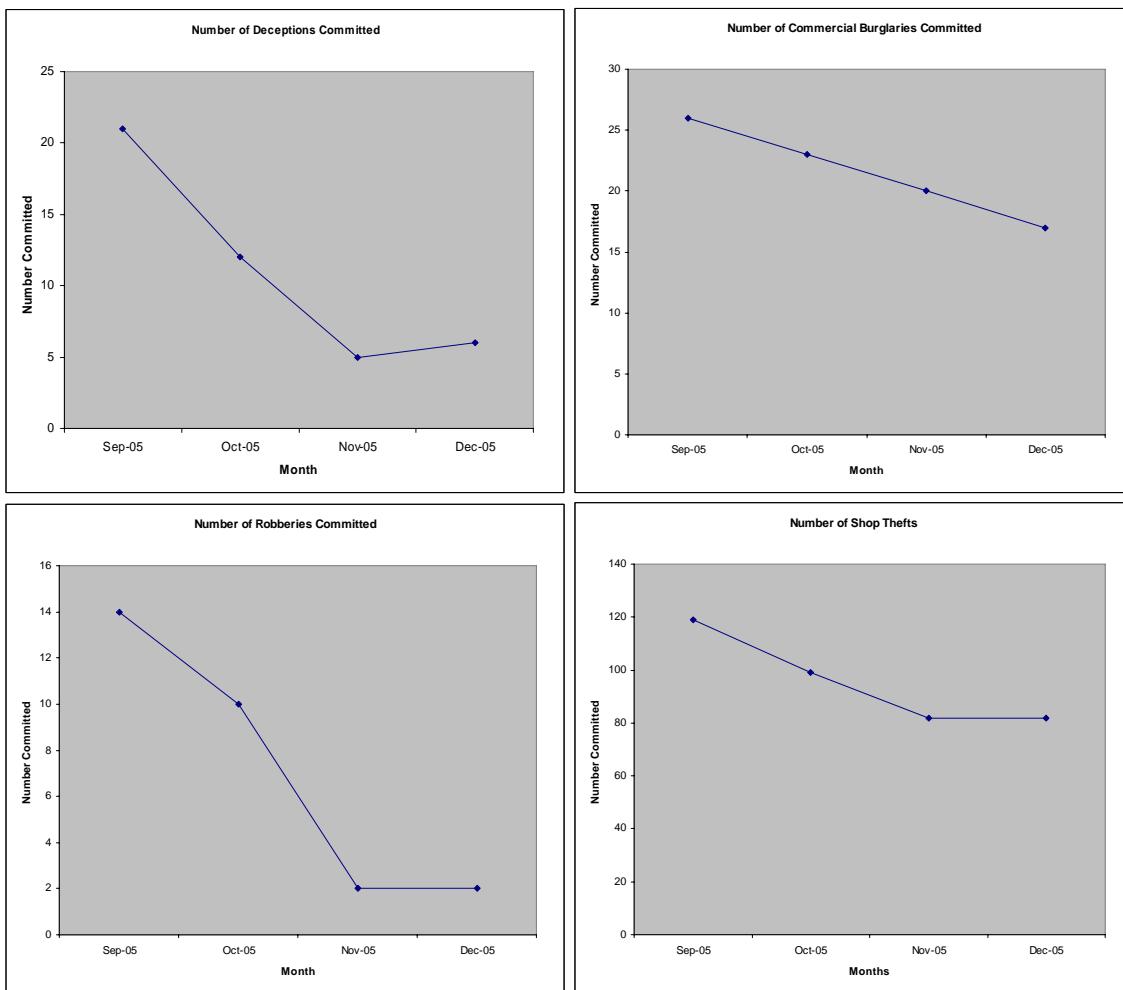
Recorded Crime

These crime figures compare reported crime in Nov/Dec 2005 with same period 2004;

- *Retail theft down 31%*
- *Commercial burglaries down 26%*
- *Deceptions down 39%*
- *Robberies down 18%*



We recognised that the existing police beat boundaries across the Gold Zone area made it difficult to extract meaningful crime analysis information. Therefore, the graphs below were produced by crime figures manually retrieved. The early success of Operation Chesterton followed by the momentum of Operation Capital had a sustained impact on crime reduction, avoiding the traditional rise in retail crime feared by traders.



Other Operational Success

- 87 arrests by Operation Capital staff.
- 20 ASBOs secured on persistent offenders (to date), accounting for 19% of all ASBOs secured within the Division.
- Police budget savings of £25,784, financial saving attributed to not implementing Operation Yuletide in 2005, (based on resourcing requirements in 2004).
- PND usage for shop theft offences within Operation Capital has led to the wider adoption of this practice within the Division.
- Continuation funding granted by CDRP to extend Operation Capital to April 2006.

Partnership Feedback and Confidence

The operation demonstrated not only the benefits of multi agency working, but also what can be achieved as a precursor to the establishment of a Business Improvement District (BID) in Hull City Centre. The operation thus far has become central to the BID preparation, and it is anticipated that continuation funding will be provided for similar operations through the BID levy in October 2006.

Operation Capital has made real and tangible progress in addressing quality of life issues; building community cohesion and social capital. The operation through its partnership approach is helping in the development of local management, collective responsibility and ownership.

The success of this operation is not truly captured in crime statistics or other numerical data. One of the key objectives of this Operation was to improve the perception and image of Hull City Centre for the daytime economy by making the area tangibly more 'safe and secure' for businesses, shoppers and visitors alike. This without doubt has been achieved and this **real** success is captured within the positive feedback received from key partners and stakeholders.

Feedback

"Operation Capital, launched in November 2005 has been a great success and is an excellent example of the kind of partnership working that is needed to tackle crime and disorder in our cities. As a result of this success my constituents are now better able to walk around the city centre in safety and businesses in the city, particularly retail outlets, are better protected against crime. All of this boosts the rejuvenation of our city and enhances the freedom of its citizens".

Alan Johnson MP, Hull West & Hessle

"As a Ward Councillor whose ward includes a bustling city centre, I am delighted to support this application for a Tilley Award. The operation resulted in a dramatic fall in crime levels and anti-social behaviour and was much welcomed by the city's residents and visitors who commented favourably on the action we collectively took to deal with these problems."

Councillor Ken Branson, Leader of the City Council

"Operation Capital is an excellent illustration of the way in which we can make the city centre and other parts of the city too, a safer place. It shows what can be done when people and organisations with a common interest work together. The use of Fixed Penalty Notices to tackle retail theft has proved to be really effective and has complemented the prevention activity we have undertaken with shops and their staff."

Tim Hollis, Chief Constable Humberside Police

"I am delighted at the results achieved by Operation Capital. The city centre of Hull is our 'shop window' and many people who work, visit or live in the area will form impressions about the City of Hull from their experiences of the central areas. We are committed to making the City safer, and in this respect, Capital has shown that we can build powerful alliances with communities, traders and partners who share this ambition. The results speak for themselves and Capital has many points of valuable learning for other agencies who are looking to fight crime and disorder in partnership."

Sean White, Divisional Commander, City of Hull BCU

"There is no doubt that the City Centre has seen a reduction in crime and anti-social behaviour as a result of the joint work this partnership has provided."

John Marshall, Head of Community Services, Goodwin Development Trust

"What I think is particularly pleasing about Operation Capital is what has been achieved by working together. This Operation is an excellent example of what can be done if organisations put aside their 'traditional' roles and responsibilities and work together for a common good. I very much look forward to continuing to work in this manner in the future."

Paul Johnson, Area Director (Riverside)

"I feel compelled to write and congratulate you and your team on the significant reduction in low level crime witnessed over the last 5 weeks. I take feedback from many city centre businesses, and it is clear through speaking to my colleagues that Operation Capital has far exceeded our expectations."

Rob Smith, Chairperson, Hull Retail Crime Partnership

"It is quite simply a perfect example of thinking outside the box in crime reduction terms and offers so much more than enforcement. The prevention work undertaken with retailers, staff and the creative use of Fixed Penalty Notices has proved effective in reducing shop theft. The lines of communication which have been opened as a result of Operation Capital will, I feel, prove to be central in much other Crime Reduction work in Hull and deserves recognition."

Becky Clarke, Thornton Neighbourhood Manager

"Operation Capital engaged with offenders on a daily basis and made referrals to agencies that could assist offenders with their problems. Many offenders were diverted away from begging, some of whom are now legally selling the Big Issue. This success could not have been achieved without the commitment and enthusiasm of all those involved with Operation Capital."

Mary Mower , Project Manager , Hull Citysafe

"In targeting known hotspots and offenders within the City Centre a multi agency approach resulted in the City Centre and main tourist areas being almost totally free from street drinking and Anti Social Behaviour. The agencies adopted a zero tolerance approach to street drinking whilst working with retailers, residents and other agencies to achieve the outcomes."

Justine Mortimer, Hull City Council Anti Social Behaviour Team Manager.

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ENDORsing LETTER FROM ASSISTANT CHIEF CONSTABLE (OPERATIONS SUPPORT) JOHN CROSSE



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27 April 2006

To whom it may concern,

I am delighted to support this application for the Tilley Award 2006. The report on Operation Capital is concise, and clearly shows the steps involved in scanning, analysis, response and assessment. I believe there is a particular strength in this piece of work with the way in which the response was divided into three main categories of engagement, education and enforcement, with activity templates constructed around each of these key areas. The actions so generated were clearly focused at tackling the defined problem and the evaluation, whilst relatively simple, shows a stark improvement in recorded crime performance, and some extremely positive feedback from many of the key partners engaged in the project.

At a time when both the performance and image of Humberside Police is making sustained improvements, I am especially pleased to support this application for a Tilley Award 2006.

John Crosse
Assistant Chief Constable (Operations Support)

Acknowledgments

The authors wish to thank all partners and agencies for their support and enthusiasm in ensuring the success of Operation Capital.

Special mention should be made of Sergeant Jenny Mordew, and PC Alan Cowley of Riverside LPT, whose diligence and devotion to duty greatly contributed to the overall effectiveness of the operation.

Mick Hoare and Ian Bough

April 2006