

## **Tilley Award 2006**

### **Application form**

Please ensure that you have read the guidance before completing this form. By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the Guidance. Please complete the following form in full and within the word limit. Failure to do so could result in disqualification from the competition.

Completed application forms should be e-mailed to Tricia Perkins; [patricia.perkins@homeoffice.gsi.gov.uk](mailto:patricia.perkins@homeoffice.gsi.gov.uk)

All entries must be received by noon on Friday 28th April 2006. No entries will be accepted after this time/date. Any queries on the application process should be directed to Tricia Perkins on 0207 035 0262. Any queries regarding other aspects of the awards should be directed to Michael Wilkinson on 0207 035 0247 or Lindsey Poole on 0207 035 0234.

Please tick box to indicate whether the entry should be considered for the main award, the criminal damage award or both;

Main award       Criminal Damage Award       Both Awards

#### **1. Details of application**

Title of the project      **OPERATION HAWK**

Name of force/agency/CDRP:      **MERSEYSIDE POLICE**

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

Email address:      Neighbourhood.INSP.WC.Wirral.A/Notes@merseyside.police.uk

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Name of endorsing senior representatives(s)      Bernard LAWSON

Position and rank of endorsing senior representatives(s)      ACC Operations

Full address of endorsing senior representatives(s)

**Merseyside Police**

**Police Headquarters**

**Canning Place**

**Liverpool**

**L69 1JD**

## **2. Summary of application**

In no more than 400 words please use this space to describe your project. Include details of the problem that was addressed a description of the initiative, the main intervention principles and what they were designed to achieve, the main outcomes of project particularly in relation to the problem, evidence was used in designing the programme and how the project is evaluated.

Analysis within the Wirral area of Merseyside Police in 2003 showed that there was an increase in acquisitive crime and that this was linked to the use of Heroin and Crack Cocaine. Drug misuse, drug related crime and the fear of such crime was a significant issue for local communities and had a negative effect on reassurance and public confidence.

Operation Hawk was initiated in December 2003 as a partnership between Wirral BCU and Wirral DAAT. The initiative has been sustained since this time by generating its own funding.

Operation summary:

### **ENFORCEMENT**

Reducing the supply and use of controlled drugs on the Wirral. Targeting and disrupting persons involved in the supply of drugs and associated crime. Intelligence led policing using community intelligence, CHIS and in Liaison with Field Intelligence Development Officers. Ensuring those arrested are assessed by a drugs worker, receive a care plan and enter treatment

### **COMMUNITY SUPPORT, EDUCATION and YOUNG PEOPLE**

Working in partnership with the Wirral DAAT in order to provide credible information about the harm that drugs cause. Proactively supporting the Community. Using suitably qualified officers and relevant partners to provide a structured programme of school visits and presentations. Use of prominent locations again with relevant partners to provide a structured programme of presentations to deliver key messages, advice and support directly to communities, raising awareness of and improving access to drug support agencies.

### **REASSURANCE**

Highlighting Operation Hawk activity and success by proactive use of available media and marketing, reassuring the community. Publicising events aimed at educating and supporting the Community. Encouraging the community to support police action and provide intelligence.

### **Key outcomes:**

- Over 350 persons arrested for drug related offences
- Controlled Drugs with a street value of in excess of £3 Million seized
- Year on year reduction in volume crime.
- Increased number of people arrested for drug related offences entering treatment (All Hawk arrests seen by Treatment Agency Staff) On Wirral currently 196 in treatment.
- Increased levels of credible information available within the Community / Secondary Schools about help and support available to drug users and their families.
- 56% retention rate for offenders entering treatment.
- Increased levels of community intelligence (Anonymous, Crimestoppers, Confidential Source and CHIS) All sources significantly increased providing quality, real time intelligence.
- Increased levels of Public Reassurance and confidence (Merseyside Police and Wirral DAAT surveys).
- Enhanced inter- agency partnership working

### **3. Description of project**

Describe the project following the guidance given in no more than 4000 words

Drugs and crime are two issues that dominate the political agenda at both local and national level. Problems associated with drug related crime are also one of the main concerns amongst the general population.

The link between drugs and crime has been thoroughly examined and what is clear from research is that drug use and crime co-occur.

Analysis within the Wirral BCU by the intelligence section in 2003 identified the link between the use of controlled drugs and acquisitive crime. This analysis was supported by a report by Liverpool John Moores University examining the relationship between acquisitive crime and substance misuse on the Wirral commissioned by Wirral DAAT.

Merseyside Police use Monthly public perception surveys as a means of measuring public confidence and satisfaction. Within this survey the Merseyside Police Authority has set perceptions of local drugs use or dealing as a Local Performance Indicator. Wirral respondents to the survey regularly identify drug use and dealing as a considerable problem. The supply and use of controlled drugs is regularly raised as an issue of concern by Wirral Communities in public forum.

Wirral BCU initiated operation HAWK in 2003 in partnership with the Wirral DAAT. The main objectives are:

- Reducing the supply of Class A drugs at street level
- Reducing Volume Crime.
- Impacting positively on public perception of drug use and dealing.

Hawk is a grass roots initiative, led by a police inspector who also has other policing responsibilities. There is a dedicated squad of 3 officers and a co-ordinated strategy, which takes positive action to address community need. HAWK works with the public and partner agencies by striking at drug dealers through high visibility warrants and a mobile and fixed ANPR capability targeting mobile dealers, identified by developing intelligence gained by close contacts with local communities. Operations are followed up by targeted local drug agency interventions. Persons arrested are assessed by a drugs worker, receive a care plan and enter treatment. Those criminals who prove unresponsive to treatment are considered for inclusion on the Persistent and Priority Offenders scheme or further local targeting. This enforcement activity is complimented by an imaginative marketing and media campaign, ongoing community and school events aimed at educating young people and access to support agencies.

HAWK has been built on the approach advocated at point 3.3 of Building Communities, Beating Crime 'Bringing about safer and more secure communities is dependant on the co-operation and support of members of the public, for example by people providing information leading to the arrest of criminals involved in dealing drugs and then acting as witnesses when cases come to court'

HAWK is used as a marketing icon providing public reassurance. Activity involving enforcement, community support and education has been enabled through existing B.C.U. resources working in partnership with Wirral DAAT. Following successful bids external funding has been obtained each year to support the operation.

Analysis of the local drugs market and also the impact on local criminality has been carried out by Liverpool John Moores University for the Wirral DAAT. Numbers of addicts, street prices of drugs and projections around the shape of dealer networks have been prepared to inform the initiative. The police have also analysed the local market from a single agency perspective. The shape of the market falls into the following categories;

**Closed - Domestic Residence** – persons supplying drugs from a fixed address, often on established council estates or other areas that can be viewed as deprived. HAWK has seen the arrest of dealers who have been a local menace for several years dealing drugs to a very local community by acting promptly on community information HAWK has self generated, increasing intelligence enabling the successful targeting for this type of dealer.

**Open - Mobile** – persons supplying drugs to order by car. This involves dealers, usually from the Liverpool area, supplying to pre-arranged locations. Dealers may trade up to £2,500 illegal drugs on a daily basis. By working on conjunction with ANPR officers, HAWK has been able to arrest several offenders engaged in selling drugs across the

Force area and then feeding the information back into Force intelligence to assist in the identification of drug dealers at Level 2. The pressure on mobile dealers keeps drug dealing activity less visible to the public and less attractive to drug users.

Intelligence identifying local dealers and their networks across the Wirral has been developed from the following sources: -

**Community Intelligence** – Police contact at a variety of public forums encouraged communities to support police action. Information received was anonymous either delivered direct or via other agencies such as Crimestoppers.

**Community Leaders** – Members of Parliament, Local Councillors, Local Authority Officers and persons involved as leaders of community groups contacted the team with information.

**Force Intelligence** – systems were interrogated for historical information.

**Local knowledge** – In depth knowledge of local neighbourhood police officers.

**Confidential Sources** – identified intelligence sources within local communities.

**Covert human intelligence sources** – Informants providing sourced information via field intelligence officers.

**Directed Surveillance** – Providing up to date intelligence on proposed targets.

**Drug Service Users** – Working with Wirral DAAT and meeting with service users to gain generalised information relating to the local drugs market.

**Arrested Persons** – Providing information in consideration of possible reduced sentences. By developing quality and up to date intelligence it has been possible to target individual dealers and their networks at specified residential addresses and through the use of mobile and fixed ANPR.

Operation Hawk has had significant success as detailed below:

**Arrest of 350 persons for drug related offences.**

**The seizure of controlled drugs with a street value of in excess of £3 Million**

Although primarily intended to target street level dealing Operation Hawk has also dealt with large seizures of drugs and middle tier targets for offences such as conspiracy. By use of ANPR technology, Operation Hawk has made arrests of dealers coming into Wirral in possession of substantial quantities of Class A drugs.

**Seizure of cash and other criminal assets in excess of £300,000.**

Effective use of available powers and in liaison with Merseyside Police Financial Investigation Unit. This amount does not include post conviction financial orders. This activity is a clear and reassuring sign to local communities that the police are taking action against drug dealers who have flaunted their criminal gains in the faces of ordinary people.

**Arrest of 150 persons for offences relating to the supply of controlled drugs.**

Offences include Supply, Possession with intent to supply and Conspiracy to supply Class A drugs.

**100% Conviction rate for persons charged with offences relating to the supply of controlled drugs.**

The initiative contributes to Force Criminal Justice Targets around Offences brought to Justice by preferring charges where possible. Attention to detail during searches and personal ownership of subsequent investigations has been the hallmark of the success of this operation. The correct investigation of paraphernalia such as weighing scales, wrappings, written notes, mobile phones etc coupled with effective use of forensic techniques and expert evidence has led to a series of successful convictions. Individual officers are responsible for the conduct of each case; this involves close liaison with the Criminal Justice Unit, Crown Prosecution Service and Forensic Science Laboratories. This has raised the skill level of Neighbourhood Officers dealing with a wide range of crime issues, having a positive knock on effect for the quality and timeliness of court files.

**Impact on Volume Crime.**

Operation Hawk is targeted into tightly defined geographic areas which suffer a high level of acquisitive crime compared with 2003 Wirral has seen a 20% fall in burglary and a 16% fall in auto crime during 2004 and further reductions of 15% in Burglary and 22% in Auto crime during 2005. This is as a result of implementing tactical options to disrupt criminal activity of which Hawk is a prime example. HAWK works closely with the local Intelligence Unit and the multi agency Wirral Pier Project (intensive supervision of prolific offenders) in order to identify and target non-compliant prolific offenders through their drugs habit. This has resulted in arrests and detections for numerous offences of Burglary Dwelling and other arrests for offences such as theft, handling stolen goods and vehicle crime. By identifying and taking action against those individuals who have slipped back into chaotic drug misuse, Wirral area has made substantial reductions in offences committed by this type of offender.

**Marketing and positive publicity.**

In order to improve public reassurance and build community support and awareness links have been developed within the local media. The initiative was publicly launched at the start of 2004 and 2005 promising the community that action would be taken. Representatives from regional and local media have regularly accompanied the team during the execution of warrants. The use of local media contacts and community leafleting following police activity has generated many instances of positive publicity.

In consultation with Wirral DAAT, an innovative marketing campaign was developed using external designers to ensure a professional approach. A brand was developed, which included striking real life photography, backed by hard hitting strap lines targeting the offender with underlying reassurance messages for local communities. The tough approach caused initial concern from partner agencies, but following consultation the approach was agreed. The campaign was then delivered through outdoor billboard adverts, internal and external public transport displays using buses, trains and stations, cinemas etc. The same professional approach has been put into reassurance leaflets about the initiative, which are delivered to homes in areas where warrants are executed. Focus groups held in January 2005 to review this approach provided positive feedback informing the 2005 marketing campaign.

**EXAMPLES OF MARKETING POSTERS**





Immediate benefits of the marketing approach are apparent:

1. In a recent Community Safety Survey - **55.6%** of people surveyed had seen or heard about the police's drug raids to combat drug dealing and related crime in their area - **85.4%** of people surveyed had either read about Hawk or seen the Hawk advertising campaign in their locality - **55.4%** of people surveyed feel 'very reassured' that police are doing something positive about drug dealing; **37.5%** feel 'fairly reassured'.
2. In Force Confidence Tracking Surveys, the percentage of individuals surveyed on the Wirral who felt that Drug Dealing and Use were a major problem is consistently less than that of the Force.
3. Calls to Crimestoppers for the Wirral relating to drugs and drug related crime have increased significantly year on year.

#### **Housing**

The team works in partnership with Wirral Borough Council Housing Department and Anti-Social Behaviour Unit to enforce tenancy legislation. Evidence provided has led to a number of evictions with further evictions still being processed. The local community receives notification of any eviction in their area including the reasons. Successful action has been taken against persons who are now owners of what was previously council property for breach of restrictive covenants. Work also takes place in conjunction with housing agencies to support drug users to overcome their addiction through the scheme 'supported housing', which provides support to vulnerable members of the community.

#### **Community Education**

Community education is viewed as an essential part of the whole operation. The team is responsible for the organisation and co-ordination of a series of community and educational events. This activity provides key information to inform people and raise awareness of issues surrounding drugs abuse and access to support agencies. While Wirral has a high rate of user involvement with services, with 50% of the estimated drug using population in contact with services, the initiative is another positive way of engaging users into treatment.

Working proactively with the Wirral DAAT, education and a range of drug support agencies at high profile events in the community. HAWK promotes key messages to the public. Credible information is provided in order to help and support drug users and their families. A series of public events takes place using public access points and other prominent locations within the community.

The Wirral DIP manager attends a number of community events and meetings and due to his increased role is able to promote important messages and successes, give immediate responses to questions and to receive community information in relation to drug supply issues. This speedier flow of information increases public satisfaction and increases the community's confidence in supplying information in relation to drug supply.

Wirral has an established Service User Group; the Inspector leading Operation Hawk attends their meetings with the DIP manager to discuss the issue of supply. This will include the availability of drugs, ease of access, costs, quality, mode of the markets i.e. open and closed markets, perceptions on the effectiveness of Operation Hawk. This consultation is seen as important as it allows for a more local and targeted response to drug supply and will increase the awareness amongst the local communities of police activity to reduce supply.

Consultation with local businesses has led to events being hosted by Sainsbury's, Tescos, Asda, Birkenhead Pyramids Shopping Centre and in partnership with Wirral Hospitals NHS Trust. The events are well received by the organisations involved and are well attended; they have been subject of positive coverage in the local media.

**Education.**

This involves working proactively with the Wirral DAAT and the Department of Education and Social Welfare. A series of educational events are taking place at local secondary schools. These events support the schools PHSE programme. Eight separate Drugs referral / Substance misuse advisory organisations attended each event. In addition Crimestoppers staff were available together with Police officers issuing crime prevention advice. The opportunity has been taken to promote a "Smartwater" initiative aimed at reducing domestic and school burglaries.

These organisations are available during the school day and pupils visit the event as part of a structured programme. At the conclusion of the school day the event is continued for a further two hours in order for parents to attend. Events are pre-publicised within the school and each parent receives a leaflet with key messages inviting them to the post school event. The prevention of involvement with drugs is seen as every bit as important as HAWK enforcement activity, to deliver the agenda of "Tackling Drugs, Changing Lives".

**Drug Intervention Programme**

(DIP) commenced on the Wirral in 2004 and has also been successful by engaging with drug using offenders in the Criminal Justice System and moving them into treatment. The supply of drugs is a commercial enterprise and like any other business its success is built on supply and demand. Wirral DAAT has increased the DIP Manager responsibilities to include three strands of the National Drug Strategy; reducing the supply of illegal drugs, reducing drug-related crime and reducing the use of drugs through increased participation in treatment programmes. By bringing together the two aspects of supply and demand it has delivered an increase in the flexibility of response and also leads to an increase in the intelligence flows between the three objectives of reducing supply, reducing drug related crime and increasing the number of problematic drug users in treatment by adding a communication conduit at operational level. Within the DIP the Hawk Team work closely with Wirral DAAT with Merseyside Police, the National Probation Merseyside, the treatment agency and the Prolific and Priority Offenders Team (PPO) called the Pier Project, within the. This in itself increases communication channels between the three partners delivering PPO.

**Examples of this increased flow of intelligence are as follows.**

1. Operation Hawk has been responsible for the arrest of over 350 persons for offences relating to the possession and supply of controlled drugs and the seizure of drugs with a street value of in excess on £3 Million. Persons arrested by Operation Hawk when in the Custody Suite are identified to the Arrest Referral (AR) Staff who will then target those people for intervention, if no staff are present then the Hawk Team will contact the AR staff via their mobile phones. Officers from the dedicated source-handling unit contact all arrested persons. This has in many instances generated CHIS and Confidential Source contact further enhancing available intelligence.
2. When the Hawk team executes a number of warrants at the same time, there is close liaison with the DIP Manager who will ensure that sufficient AR Staff are available at the Custody Suite to meet that demand.
3. If Persons arrested by the Hawk Team for non-trigger offences have antecedents for drug use or is known to the Treatment Agency then an Inspector's Authority to Test for Drugs will be obtained (For example this power was used for a person arrested for dealing cannabis, which is not a trigger offence. This person was dealing cannabis to fund his use of heroin He tested positive for heroin and was subsequently given Restrictions on Bail and is now engaged in treatment)

**Outcomes:**

- Arrest and Prosecution of Offenders for supplying controlled drugs.
- Seizure of Controlled Drugs / Suppression of street level dealing.
- Increased number of people arrested for drug related offences entering treatment.
- Reduction in volume crime
- Increased public reassurance.
- Increased levels of community intelligence (Anonymous, Crimestoppers, Confidential Source and Covert Human Intelligence Source)
- Increased levels of credible information available within the Community / Secondary Schools about help and support available to drug users and their families.
- Enhanced Partnership working with Wirral DAAT, treatment agencies, Wirral Borough Council Departments, Wirral Hospitals NHS Trust, Local Businesses Media and a range of other agencies

**Key achievements:**

- Over 350 persons arrested for drug related offences
- Controlled Drugs with a street value of in excess of £3 Million seized. Increased number of people arrested for drug related offences entering treatment (All Hawk arrests seen by Treatment Agency Staff) On Wirral currently 196 in treatment.
- Increased levels of credible information available within the Community / Secondary Schools about help and support available to drug users and their families.
- 56% retention rate for offenders entering treatment.
- Increased levels of community intelligence (Anonymous, Crimestoppers, Confidential Source and CHIS) All sources significantly increased providing quality, real time intelligence.
- Year on year reductions in volume crime.
- Increased levels of Public Reassurance and confidence (Merseyside Police and Wirral DAAT surveys).
- Enhanced inter- agency partnership working