



# Home Office

## Crime Reduction & Community Safety Group

### Tilley Awards 2008 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, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to [tilleyawards08@homeoffice.gsi.gov.uk](mailto:tilleyawards08@homeoffice.gsi.gov.uk).

All entries must be received by noon on **Friday 25<sup>th</sup> April 2008**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811.

#### **Section A: Application basics**

1. Title of the project: **Operation Nemesis**
2. Key issue that the project is addressing e.g. Alcohol related violence: **Drugs**

#### **Author contact details**

3. Name of application author: **Sgt Robert Bateman**
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#### **Secondary project contact details**

8. Name of secondary contact involved in the project: **Detective Inspector Finlow**
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10. Secondary contact telephone number: **0845 3 30 20 10 ext 3797**

### **Endorsing representative contact details**

11. Name of endorsing senior representative from lead organisation: **Chief Supt Jane Sawyers**

12. Endorsing representative's email address: **jane.sawyers@staffordshire.pnn.police.uk**

13. For all entries from England & Wales please state which Government Office or Welsh Assembly Government your organisation is covered by **Government Office West Midlands**

**14. Please mark this box with an X to indicate that all organisations involved in the project have been notified of this entry** (this is to prevent duplicate entries of the same project):



**Section B: Summary of application - *In no more than 400 words use this space to provide a summary of your project under the stated headings (see guidance for more information).***

#### **SCANNING: Western Neighbourhood**

- Community raising concerns about street gangs, drugs and litter.
- Reduction in community confidence.
- Growing gang culture leading to violent crime.
- Police intelligence failing to identify key criminals.
- Traditional approach to drug enforcement not resulting in any substantial convictions or sentences.

#### **ANALYSIS: Problem Analysis Triangle**

##### *Offender*

- Crime within area above the city average.
- High density of drug dependant persons in area.
- 16 week wait for drug treatment with only 52% retention reaching 12 weeks of treatment
- Lack of knowledge around civil enforcement.
- Drug syndicates responsible for majority of drugs supply and senior members showing extreme wealth.
- Future threats around new dealers moving into the market if vacuum created

##### *Location*

- Majority of area privately-owned houses with absentee landlords.
- RENEW purchasing many properties through compulsory and voluntary acquisitions, leading to many unsecured void properties.
- Highest repeat syringe find area within Stoke-on-Trent.
- Many vulnerable locations in the area prone to acts of anti-social behaviour, or criminal damage.

##### *Victim*

- Community unaware of what action being undertaken.
- No routine correspondence with Children's Services or family support agencies.
- Limited crime reduction support.

**RESPONSE:**

*Offender*

- Exchange of information created, ensuring free flow of information.
- Undercover operation targeting drug dealers within the community, resulting in 80 offenders arrested and substantial drug seizures.
- Separate operations on road and rail networks.
- Civil enforcement focusing on tenancy management issues, injunctions and Anti-Social Behaviour legislation.
- Drug treatment services receiving additional funding alongside drug treatment training to stakeholders

*Location*

- Needle-finds fed into police and neighbourhood management patrols.
- Protocol on securing void properties supported by Fire Safety Checks.
- Rough Sleepers targeted and an additional officer employed to deal with Business and Residential properties.
- Vulnerable locations visited and advice offered and interventions given.

*Victim*

- Community engagement events and enforcement supported with clear communication with residents through leaflets and media.
- Visits to victims of crime providing crime prevention equipment.
- Support to families of drug dependants including reporting mechanism to Children's Service.

**ASSESSMENT:**

- Crime reduced by 18% within the area targeted.
- Positive feedback from residents and community.
- Substantial convictions and arrests reducing the supply of drugs within the area.
- Increase of 77% of drug information to Crimestoppers.
- Increase in persons engaging with drug treatment and reduction in waiting list times.

**State number of words: 400**

**Section C: Description of project - Describe the project in no more than 4,000 words. Please refer to the full guidance for more information on what the description should cover, in particular section 11.**

**INTRODUCTION**

Operation Nemesis is a multi-agency operation with two distinct aims; to disrupt the supply of drugs and to tackle drug related problems within the community in a more holistic manner. The operation targeted the Western Neighbourhood Management area within Stoke-on-Trent. These areas were highlighted as having high deprivation and acquisitive crime which was believed to support a growing drugs problem. A significant factor was the high level of privately rented properties, many of which had absentee landlords.

Both areas were subject to large scale renewal through voluntary and compulsory acquisitions, so void property levels began to rise. This proved to be an attraction to drug dependant rough sleepers, who were already frequenting the area in order to purchase Class A drugs, namely crack and heroin.

These drugs were having a negative impact on the community who regularly reported problems through community forums. Residents felt that the police were powerless to resolve the issues raised and had little confidence in things improving. These feelings were supported by the Safer Neighbourhood Interview Questionnaire (SNIQ) collated by police and distributed to households across the Neighbourhood from July 2006. This is an information gathering form that is used to gather data that gauges local resident's opinions on certain issues that they feel affect their community.

**SNIQ Data July 2006- September 2007**

<b>PROBLEM CODE &amp; DESCRIPTION</b>	<b>Highest Priority</b>	<b>2nd Priority</b>	<b>3rd Priority</b>	<b>Total</b>
A11 ROWDY / INCONSIDERATE BEHAVIOUR/STREET GANGS	397	108	23	<b>528</b>
D1 DRUG DEALING /MISUSE	136	62	18	<b>216</b>
A8 LITTER / RUBBISH / FLY TIPPING	81	68	39	<b>188</b>

Enforcement was failing to result in substantial convictions or increasing public reassurance. The traditional tactics of executing a warrant were failing to resolve the problem of gangs, drug supply, drug misuse and the lack of trust and confidence in the community. The criminals identified were heavily involved with the majority of the supply of Class A drugs within Stoke-on-Trent. As such rival gangs were forming within this area which was having a negative effect on violent crime rates.

As the community began to lose confidence intelligence also began to decrease, and due to the growing gang culture, intelligence was only identifying low-level street dealers. This was enhanced by gaps in the exchange of information between partner agencies.

Consultation amongst partner agencies revealed that despite drug warrants being executed, intelligence gathered were failing to reach stakeholders including:

- Drug Treatment Services
- Rough Sleeping Teams
- Women's Project
- Housing Providers
- Fire Service
- Health
- Local Authority
- The community.

The result of the intelligence, and feedback from community forums, Operation Nemesis was developed in 2006 as a multi-agency approach to tackle the issues of drugs. It was identified that there was a need to respond to not only the increasing drug problems within the neighbourhood from an enforcement angle, but to respond to the decreasing level of confidence the local community had in the police. A partnership was developed specifically for the operation, to ensure that police and the community found solutions that would not only reduce crime in Stoke-on-Trent, but reassure the public. Operation Nemesis would not only focus on the drug dealers, but provide help and information for drug users who would be affected by the Operation. This partnership comprised of Police, Drug and Alcohol Action Teams, the Primary Care Trust, Fire Service, and the Local Authority.

The objectives of the partnership followed the PIER model. The PIER model was created as part of the National Intelligence Model and stands for Prevention, Intelligence, Enforcement and Reassurance. It focuses on a multi-pronged approach to dealing with a criminal issue; to tackle it from four angles.

**PREVENTION:** Identify vulnerabilities, preventing an upsurge in new and existing drug related threats post-operation.

**INTELLIGENCE:** Ensure intelligence gaps are highlighted and all sources of information are explored, maximising enforcement opportunities and harm reduction.

**ENFORCEMENT:** Maximise all enforcement opportunities gained from intelligence and drive the momentum forward.

**REASSURANCE:** Empower and reassure the community around the action undertaken.

### ANALYSIS

#### OFFENDER

The Police were able to identify individuals believed to be responsible for the majority of drug dealing. The traditional approach of warrants, surveillance and covert intelligence failed to result in successful prosecutions against these criminals. There were short term successes against street level dealers but the problem was so big there were always others ready to step into the vacancy created. The lack of any substantial convictions created a negative role model and the younger generation were beginning to aspire towards these criminals.

The level of Class A supply these gangs were able to reach was profiled and estimated as approximately 2000 persons. The quantities supplied were capable of reaching multiple kilo deals of heroin and cocaine. Basic marketing theories were examined alongside Government Office "Tackling Drugs" strategies. If the drugs supply was reduced by removing these key targets then other issues may arise.

- High Demand for Drugs, Low Supply = Increase in Cost of Drugs = Increase in acquisitive crime.
- Low supply, reduced quality = Potential drug-related deaths.
- Dealers moving into area = increased violence.

Crime rates were rising and the area had a higher crime rate per population than the city average. Within the time period January 2005 to December 2005 (pre-Operation Nemesis) there were 2324 reported crimes, January 2006 to December 2006 2400 reported crimes and the neighbourhood was continuing in a downward trend. This was having a substantial impact on the work of the Stoke-on-Trent Crime and Disorder Reduction Partnership; as such the Home Office were considering emergency measures.

Within the Western Neighbourhood ST6 postcode there is a high density of drug users. 21% of the city's drug users reside in this area. The waiting time for drug treatment was running at 16 weeks with only 52% retention of clients remaining in treatment beyond twelve weeks. Many criminals saw the only alternative was committing crime through the Criminal Justice System to access treatment.

Prior to Operation Nemesis the focus on resolving the drugs problem was through enforcement. This was supported by information obtained through a training needs assessment that identified little understanding around drug treatment processes.

## Numbers in Treatment 2005.

Month	<u>Nos in Treatment</u>	<u>New Presentations</u>	<u>Nos in Treatment YTD</u>	<u>Nos Discharged</u>	<u>Nos Retained over 12 wks</u>	<u>Nos Discharged YTD</u>	<u>Nos discharged YTD who had been retained over 12 wks</u>	<u>Percent Retained over 12 wks YTD</u>
Apr 05	850	97	850	56	31	46	23	50 %
May 05	861	68	895	78	42	110	57	52 %
Jun 05	856	75	944	72	50	153	79	52 %
Jul 05	863	85	986	59	32	194	97	50 %
Aug 05	860	56	1022	52	32	233	120	52 %
Sep 05	868	76	1056	55	34	266	140	53 %
Oct 05	880	63	1090	52	32	297	160	54 %
Nov 05	906	78	1139	71	46	342	188	55 %
Dec 05	908	44	1164	45	29	371	209	56 %

In addition to the treatment services, other opportunities around enforcement were not maximised and civil measures such as tenancy enforcement and Class A closures were not utilised. This was due to lack of information-exchange policies and delays in providing evidence.

### Underlying Causes

- Lack of knowledge around drug services from police and Neighbourhood Management.
- ST6 area of Western Neighbourhood having high deprivation and drug dependency.
- Difficulties accessing treatment.
- Lack of knowledge of civil remedies.
- Other policing demands.
- No joined up approach between the police and other agencies.

## RESPONSE

### Exchange of Information

In order to ensure appropriate information was exchanged between partners a protocol was agreed by senior management. This included the Chief Executive of the Local Authority, Chief Superintendent of Staffordshire Police, Divisional Commander of Staffordshire Fire, and Chief Executive of the Primary Care Trust. This was accompanied by a confidentiality agreement ensuring operational security was adhered to.

In order to support this exchange of information, Local Authority officers received training on drugs and intelligence requirements that lead to enforcement.

Issues or difficulties that occur when working within a partnership were identified from the outset, it was important to recognise and identify blockages to ensure Operation Nemesis ran smoothly. It was understood that different agencies with different agendas could cause problems. However, this was overcome by effective communication and recognising all partner agencies had valuable contributions to make, as Operation Nemesis was not about enforcement alone. Another potential blockage was the lack of community involvement, due to lack of faith in the police. Again, effective communication was the key, as was high-visibility policing, leaflets, and community engagement exercises.

### Drug Dealers

In 2006 undercover officers were deployed within the Neighbourhood area in order to infiltrate the criminal networks, and identify persons heavily involved in the supply of drugs. During this evidence-gathering period partnership meetings were held in order to plan for the enforcement day, ensuring a coordinated approach. Once evidence gathering had been completed 80 targets were identified, ranging from street dealers to career criminals.

Three phases of arrest were planned in September 2007, November 2007 and January 2008, each phase utilising 350 officers. This was supported with media coverage ensuring existing dealers remained unsettled.

The investigation resulted in:

- 80 offenders arrested.
- £315,000 heroin seized.
- 326 charges relating to the supply of drugs.
- £130,000 cash and several high value vehicles seized.
- 9 houses restrained under POCA.
- 60 years in prison sentences so far.

As a result of the positive local, regional and national media interest, intelligence began to increase. This was met with further support from officers and resources were put aside ensuring the steady flow of warrants continued. In addition to the three phases of Operation Nemesis 211 warrants have been executed with a 75% success rate in drug finds. These have all been supported with a partnership approach of highly visible patrols.

### **FUTURE THREATS**

It was recognised that a vacuum had been created that other criminals may attempt to fill this void. A number of further enforcement operations followed in order to reduce this threat. This included extensive policing of the arterial roads and train stations in and around Stoke-on-Trent.

### **Road Crime Team**

Operations utilising ANPR equipment resulted in the seizure of over £274,600 worth of vehicles and has taken over 230 cars off the road. This has been supported by a strong media campaign which was entitled the "Ring of Steel".

### **Rail Network Operations**

Similar Operations to the "Ring of Steel" have been carried out by British Transport Police, supported by a media campaign. These operations have resulted in over 150 checks on individuals travelling via rail networks. It has also resulted in a number of arrests for drug offences, supported by extensive media coverage locally and nationally.

### **CIVIL ENFORCEMENT**

With the exchange of information established, it was agreed that meetings would take place in order to maximise opportunities presented by the civil burden of proof. This weekly tasking group discussed appropriate civil enforcement such as evictions, ASBOs, and Crack House closures resulting in the swift flow of information and doubled civil enforcement measures being used in Stoke-on-Trent.

### **TREATMENT**

Two key areas that needed to be addressed to improve treatment provision were:

- ✓ Additional drug treatment, reducing waiting lists.
- ✓ Increased understanding of service provision amongst partner agencies.

Concerns were raised that there would be insufficient capacity to deal with the numbers directly affected as a consequence of Operation Nemesis. Prior to the first strike phase in September 2007 funding avenues were explored and the Primary Care Trust provided an additional £30,000 to assist and reduce waiting list times. Funding is now being mainstreamed into the next financial year's budgetary considerations.

Drug training was organised for the police, housing and neighbourhood management officers and delivered by the Police, Community Drug Service, Drug Intervention Programme, Probation and a reformed service user.

Over 600 people have received the training all of whom provided positive feedback; the course increased their understanding of drugs, criminal justice system and services available locally.

Police, Neighbourhood Management and outreach workers pay regular visits to known drug dependent criminals to provide positive interventions, seeking treatment. 75 drug dependant criminals have been visited and provided with advice. Any enforcement activities also include fliers around treatment services and a coordinated outreach response.

### **NEGATIVE ROLE MODEL**

To address the growing problems with the younger generation and the attraction of the gang culture, work was conducted with young persons in the area. Through support by the voluntary sector a conference has been arranged where over 600 young people conducted workshops discussing positive interventions to combat drug and gang culture.

Other interventions that have taken place as a result of Operation Nemesis included

- ✓ Sporting events in the community.
- ✓ Drug education within local schools.
- ✓ Crucial Crew Events involving emergency services.

### **LOCATION**

The areas targeted within Western neighbourhood are predominantly privately owned, terraced properties in an area of large scale renewal. The renewal process has left a number of properties vacant. Many of the remaining properties are owned by absentee landlords. The area has wide spread litter/flytipping and graffiti which led to signal crime and a fear of crime.

It was also recognised that there were a number of vulnerable locations within the locality, this included doctors, chemists, and dentists that all store drugs. These locations could be subject to harm if the supply of drugs dramatically reduced.

The area also had the highest needle finds for Stoke-on-Trent division and with repeat hotspot locations.

### **RESPONSE**

#### **ENVIRONMENTAL CLEAN UP**

As part of a coordinated approach to problems being addressed, phases of enforcement also included removal of litter and rubbish within the area and a general clean-up. As a result of Operation Nemesis over 201 tonnes of rubbish was taken and 1000 square metres of graffiti removed. This was planned during each enforcement phase to improve the public perception of the area, reassuring the community and reduce the fear of crime.

In addition to this 100 addresses known to be littering and flytipping were issued with fixed penalty notices and any clean-up costs were placed onto Land Registry. This was to encourage absentee landlords to take responsibility for the management of their property.

The improvement was immediately noticeable and has been maintained through regular litter picks and additional environmental audits.

#### **VOID PROPERTY TASK AND FINISH GROUP**

Void properties were a key issue within the area; there was a delay in the process of compulsory or voluntary purchases to adequate boarding up taking place. The partnership approached RENEW and arranged for steel boarding of vacant properties whilst ownership deeds were finalised. This reduced the time that properties were left vulnerable and discouraged rough sleepers.

The Fire Service continue to carry out fire safety checks on properties that are empty and give advice to businesses, landlords and rough sleepers on safety measures.

Outreach is also in place with the Rough Sleepers team, offering advice and support. Although this has not seen a reduction, more rough sleepers have been identified and are able to access support. In order to ensure statutory obligations are being met by businesses and landlords, an officer is now employed by Stoke-on-Trent City Council with this specific remit.

### **VULNERABLE LOCATIONS**

Doctors, chemists and dentists were potentially vulnerable due to the disruption of drugs supply. In order to deal with this warnings was sent by the Drug and Alcohol Action Team to these services advising about potential shortages and the need to be vigilant.

These locations were also visited by Crime Reduction officers and neighbourhood management staff who were able to advise on reducing any potential threats. In total over 80 locations were visited and repeated during the three phases of Operation Nemesis.

### **NEEDLE FINDS**

Prior to Operation Nemesis, needle finds and locations were collected by the Drug and Alcohol Action Team for monitoring. This information was not reaching the police and neighbourhood management to include in patrol strategies.

This has since been rectified as a result of Operation Nemesis and the police and neighbourhood management are able to work together and coordinate patrols.

### **VICTIM/VULNERABLE PERSONS**

There are a number of victims in relation to drug related problems, including the community, victims of acquisitive crime and families of drug misusers. The impact Class A drugs was having within the neighbourhood was great. It was recognised that there were few feedback mechanisms in place that allowed the community to understand how the partnership addressed problems raised.

Police and housing officers would make referrals to Children's Services only if the circumstances were of a serious nature. Information around enforcement measures was not routinely provided and as such other interventions and support packages were failing to be implemented until the problem had worsened.

The area was also a known hot spot location for prostitution with a high number of prostitutes frequenting there.

Victims of crime were visited but very little support was offered to prevent others from becoming a victim or repeat victimisation.

### **RESPONSE**

#### **COMMUNITY ENGAGEMENT**

It was recognised that the community needed to feel part of the resolution and be aware of any action. The communications strategy focused on delivering this message to the members of the community and utilised:

- Local newspapers, radio and television.
- 30,000 leaflets delivered.
- Poster campaign in local shops and key community venues.
- Billboard, telephone kiosk and public transport advertising.
- Banners.

The enforcement phases were supported by multi-agency high-visibility patrols and officers were encouraged to engage with the public to increase awareness. This was supported by the Mobile Community Safety Van which members of the public could visit for advice and access partnership services.

This was supported with two community engagement events where the public were invited to workshops. 350 people attended this event which was facilitated by the Police, Neighbourhood Management, Fire, Health and the Voluntary Sector. An action plan was the result of the events, with tasks attributed to statutory, voluntary and community volunteers.

#### **VICTIMS OF CRIME**

Funding was secured to assist with providing crime reduction equipment. This included shed alarms, entry alarms, window alarms, personal attack alarms and stop locks. This was distributed to 450 victims of crime as a reassurance measure and also to those identified as vulnerable as a preventative measure. In total over 1000 households have received crime reduction equipment distributed by partners.

#### **FAMILIES OF THOSE WITH DRUG DEPENDENCY**

As a result of Operation Nemesis work has been undertaken with agencies that specialise in working with families of drug dependant people. Key partners have been appraised on how to make referrals and given literature to promote services available.

A referral mechanism has also been put into place to forward information to Social Services where any drug enforcement or tenancy issues arise. This ensures that officers collate information around any children that may be at risk and forward to the relevant department. This process acts as an early warning system and ensures other interventions are put into place.

#### **PROSTITUTION**

Prostitutes were highlighted as vulnerable due to drug dependency and potential for becoming victims of crime. In order to reduce this additional resources were made available from both police and the Women's Project. The Women's Project is a voluntary agency that supports the needs of prostitutes.

The Women's Project were provided with discreet panic alarms for reassurance and protection, alongside life-skills training to help change the lifestyles of their client group.

#### **SUSTAINABILITY**

Although the large scale drug raids will not be continuing, the level of intelligence still continues to rise and provide a good source of information. This has meant that there has been a steady execution of warrants for drug offences, and local media continue to report under the brand "Operation Nemesis". This ensures Operation Nemesis is an on-going project aiming to ensure the problems do not re-emerge in Stoke-on-Trent. As well as the enforcement, community work is also on-going providing reassurance to local residents through various community projects with the police and partner agencies.

### **ASSESSMENT**

In order to assess the effects the operation has had on the neighbourhood area, a full evaluation has been completed, utilising a number of data sources including:

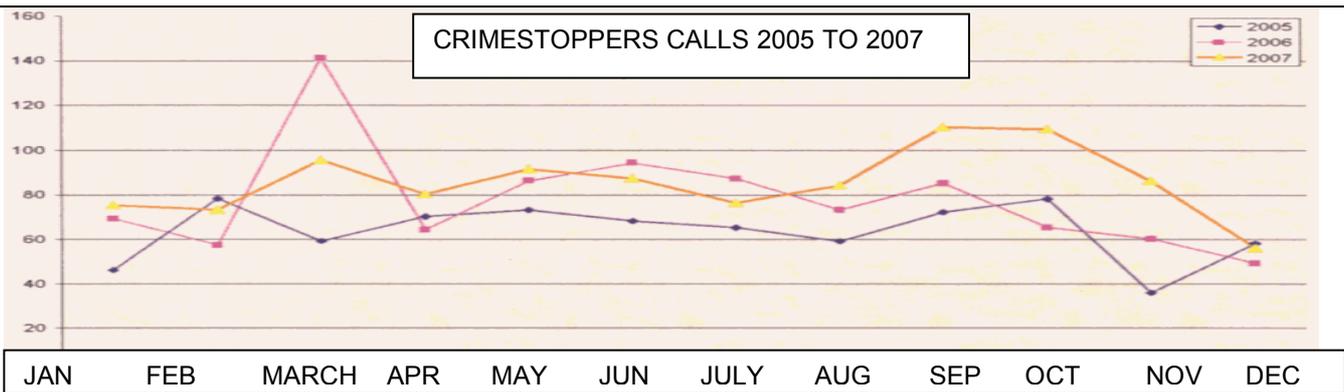
- Sharp finds
- Crime Figures
- Police Intelligence Entries
- Safer Neighbourhood Interview Questionnaires (SNIQ)

#### **CRIME FIGURES**

Reported crime for the Western Neighbourhood area stood at 2324 for the period of January 2005 to December 2005, 2400 for the period of January 2006 to December 2006 and January 2007 to December 2007 1967; a drop of 18%.

#### **INTELLIGENCE**

There has been a significant increase in calls to Crimestoppers, 31% in September 2007. The majority of these calls related to drugs information (73%). These figures have decreased in November and December.

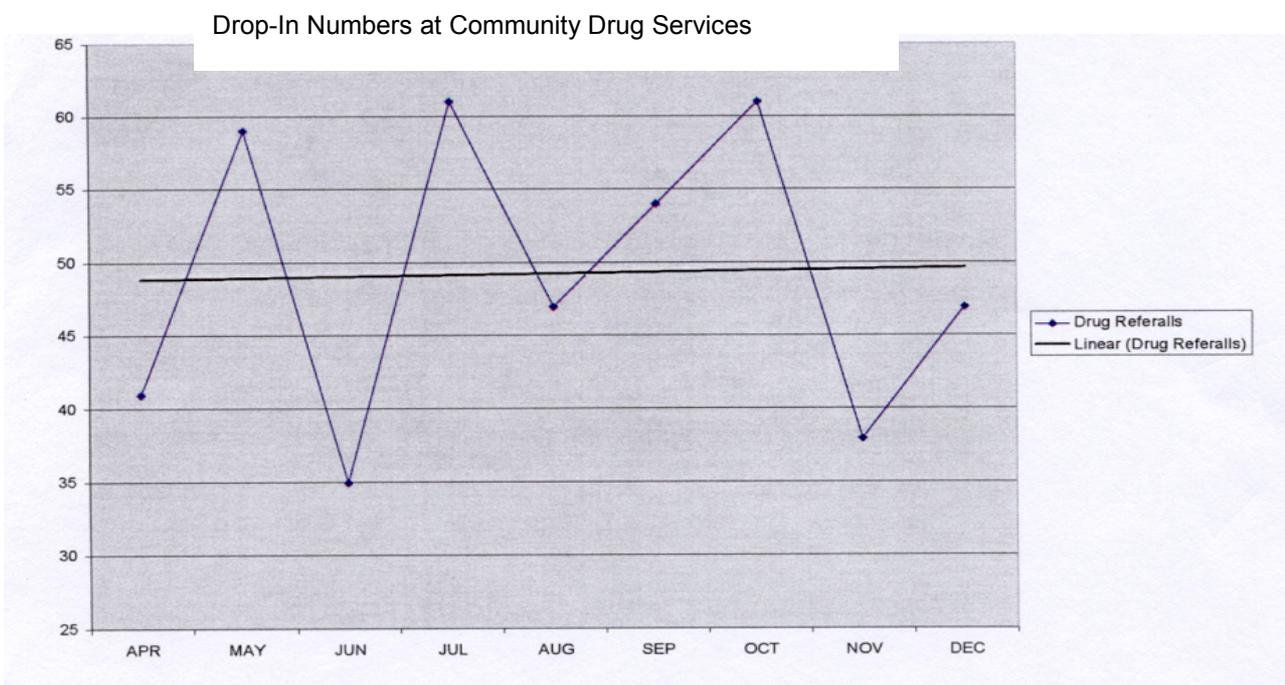


**DRUG TREATMENT**

There have also been treatment service improvements and waiting lists times have reduced from 16 weeks to 2 weeks. As a result of partnership referrals, numbers in treatment have increased from 1164 to 1430 and retention in treatment has increased from 56% to 82%. This figure is one of the highest in the country, being sustained through additional mainstream funding from the Primary Care Trust.

There have also been increases in numbers accessing the Community Drug Service (CDS) drop-in centre, although there have been a slight decrease in the months of November and December 2007.

Notably, there has been a decrease in numbers accessing needle exchange and an increase in needle finds. This may be due to a growing concern around the partnership work of Operation Nemesis by drug misusers. This is currently being reviewed and a renewed push around confidence in services is being promoted. Also in September 8 people visiting CDS stated that drugs were more difficult to obtain and this was the reason for engaging with services.



## **HOUSING QUESTIONNAIRE**

A questionnaire was formulated to gauge the response of those within the areas affected, asking questions on community integration, feelings of safety and drug misuse.

- Increases in those feeling community is integrated from 65% prior to Operation Nemesis to 73% post Operation.
- Persons wishing to stay in their own home for the indefinite future increased from 67% to 84%.
- People's biggest crime concern pre-Operation Nemesis was drugs at 36%. This decreased to 20%.
- Pre-Operation Nemesis 39% of persons surveyed stated they had never witnessed a drug transaction, post Nemesis this increased to 73%.

## **SNIQs**

The SNIQ process revisits those that have provided information during the SNIQ 1 questionnaire to evaluate activity undertaken.

### **Rowdy Behaviour/Street Gangs**

- 66% of respondents felt the problem had improved, 41% felt problem was unchanged but only 5% felt things were worse.
- 59% of respondents were satisfied with the action that was taken, but only 13% of people were unhappy with the action taken.
- 30% of respondents felt they had influenced the resolution of the problem.

### **Drug Dealing**

- 50% of respondents felt the problem had improved, 45% felt problem was unchanged but only 5% of people felt things had got worse.
- 57% of respondents were satisfied with the action that was taken, but only 13% of people were unhappy with action taken.
- 29% of respondents felt they had influenced the resolution of the problem

## **COMMUNITY COMMENTS**

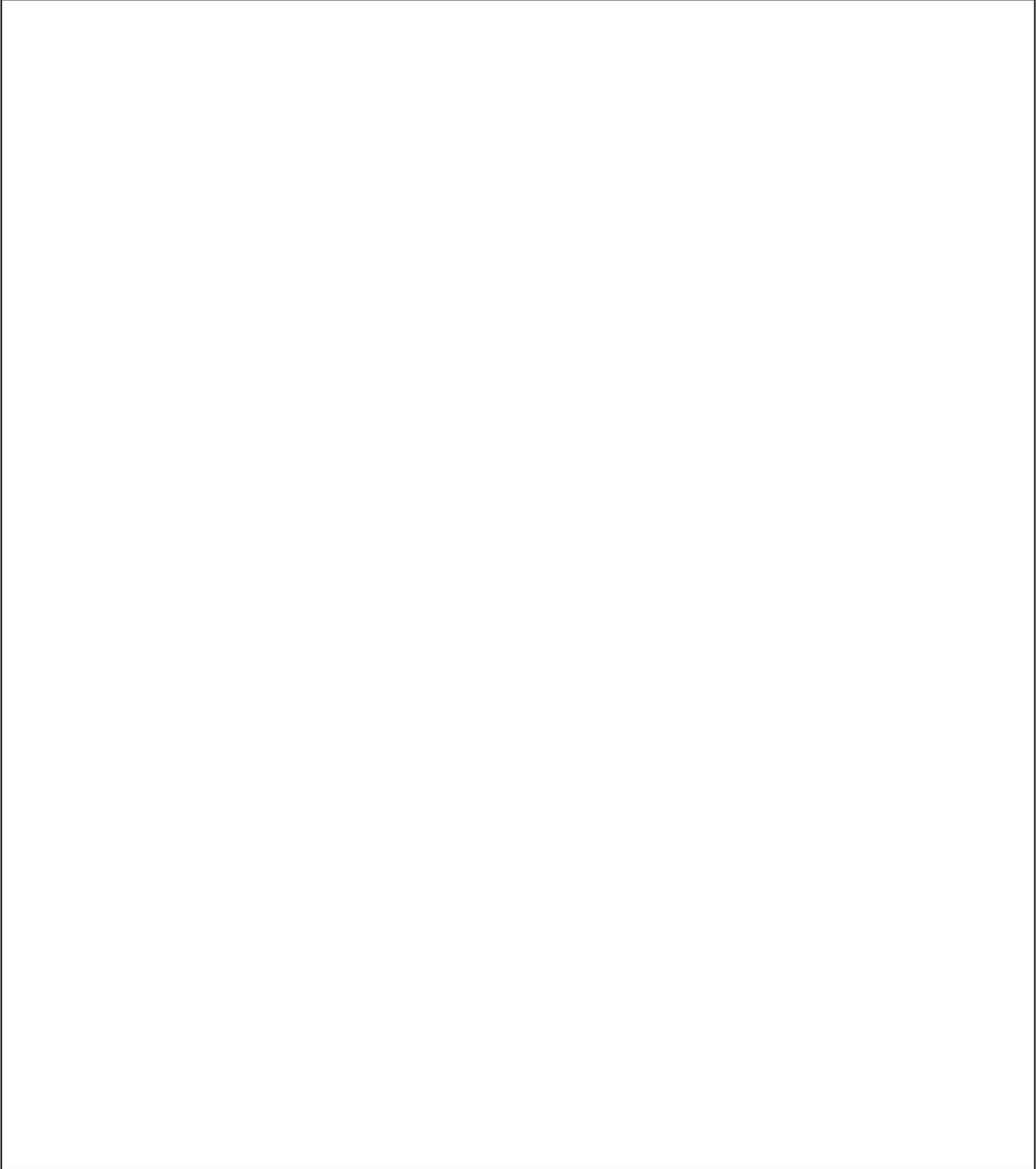
*"It has taken people off the streets. It's definitely made a difference and I'd like see more of it."*

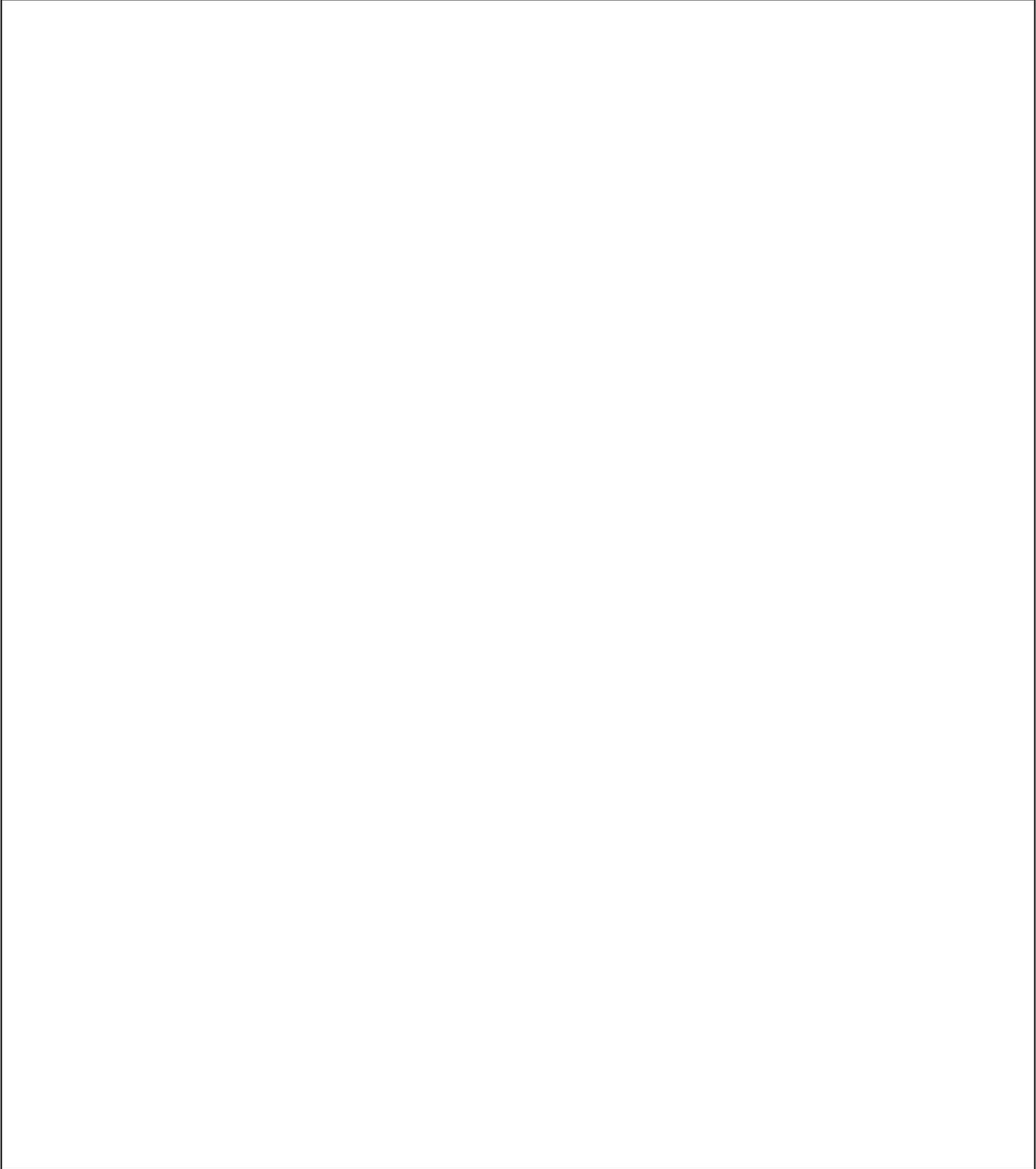
*"It's well worth it, and the police have made a good job of it. When the raids took place, it cleared the place up. It's an ongoing thing and we have to work in partnership with the police to let them know what's happening."*

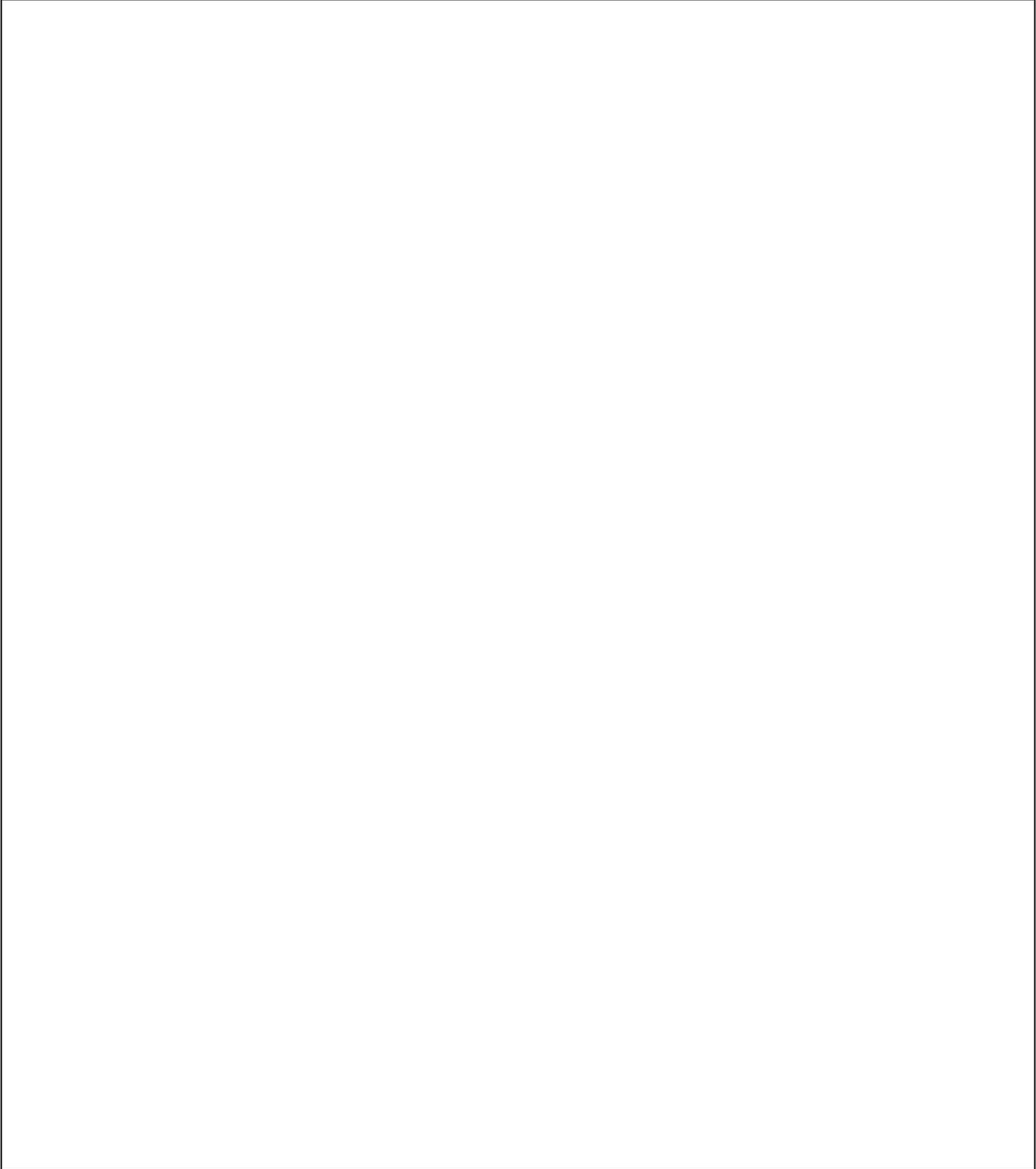
Home Office Minister Vernon Coaker said in the House of Commons that *'Operation Nemesis has been fantastically successful'*.

In conclusion since the launch of Operation Nemesis there has been increased partnership work, a sustainable holistic approach to problem-solving and a clear reduction in crime and an increase in public confidence. It is recognised that this partnership approach needs to be maintained to continue to improve the community and prevent things reverting to pre-Operation Nemesis. Operation Nemesis is now being highlighted as best practice and being replicated in other areas of Staffordshire Police.

**State number of words used: 3999**







**Section D: Endorsement by Senior Representative** - *Please insert letter from endorsing representative, this will not count towards your word or 1MB size limit restrictions.*

**Checklist for Applicants:**

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

Once you are satisfied that you have completed your application form in full please email it to [Tilleyawards08@homeoffice.gsi.gov.uk](mailto:Tilleyawards08@homeoffice.gsi.gov.uk). One hard copy must also be posted to Alex Blackwell at Home Office, Effective Practice & Communication Team, 4th Floor, Fry Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF and be received by 25<sup>th</sup> April 2008.