

**ABSTRACT**

99-51

**STAFFORDSHIRE POLICE CORE NOMINALS**

*THE PROBLEM*

Staffordshire Police was locked in a vicious circle of reactive policing with officers "too busy" to engage in proactive and preventative policing.

Operational research wisdoms could be recited: a few individuals are responsible for much crime, crime concentrated in a few locations, and 4% of victims suffer 40% of crimes. Likewise, the contemporary policing response buzz-words were known : targeting offenders, intelligence led policing, and problem orientated policing.

The reality was different and in order to revitalise the organisation, support fundamental structural reforms and get the organisation into a virtuous circle of crime reduction, and improved performance a quick win was necessary. Divisional officers knew who their problem offenders were but their impact upon them was variable and frequently limited.

*THE EVIDENCE*

The academic research existed and was not challenged - a few prolific offenders are responsible for most crimes. Local analysis showed 291 offenders were responsible for 30% of detected crimes. The national crime reduction trends of recent years were not mirrored in Staffordshire.

*THE RESPONSE*

The aim was to tackle prolific offending in order to reduce crime and simultaneously reap other benefits including increased motivation and morale, the facilitation of cultural change and the creation of an environment within which major structural reforms could be achieved. Actions included:

- Raising awareness and support for tactics of targeted policing.
- Involving the organisation in the identification of the most troublesome offenders.
- Utilising the tactics available to tackle the problem.
- Focusing operational communication structures on supporting the initiative.
- Ensuring specialist departments gave maximum support to the initiative.
- Involving partner agencies such as Housing, Probation and Customs and Excise in the initiative.
- Promoting successes.

*THE IMPACT*

- **Burglary dwelling reduced from 7,363 to 6,293 or 14.5% , the largest reduction ever achieved.**
- **56.7% increase in intelligence log submissions about core nominals.**
- **A 144% increase in arrests of core nominals.**
- **Major structural reform affecting every officer and support staff occurred during the period, but performance actually improved.**
- **The concept of problem solving and targeted policing to achieve crime reduction are now firmly established within Staffordshire Police.**



# Staffordshire Police

*Tayefl & goad m000*

Staffordshire Police Headquarters  
Cannock Road,  
Stafford  
ST 17 0QG

Tel: 01785 232217  
Fax: 0 1 785 2324 1 2

W. Giffard Q.P.M., B.A.(Hons)  
Chief Constable

6 July 1999

Dear Sir,

## TILLEY AWARD - STAFFORDSHIRE POLICE CORE NOMINALS

During 1998 and 1999 Staffordshire Police has undertaken a radical reorganisation from 10 traditional divisions, with minimal management of demand, reactive uniform policing and a strong emphasis on detected crime bolstered by prison visits, to a clear crime reduction focus underpinned by problem solving approaches. Structurally the force now has 4 divisions, 26 local policing units with 35% of incident demand managed through Public Service Desks.

However, the real change is the cultural one from "we are too busy" to crime reduction problem solving strategies recognising the disproportionate harm a few prolific offenders can cause if not prevented from doing so.

The Staffordshire Police forcewide approach to prolific offending by core nominals has had major impact, not only on the offenders and their offending, but equally importantly has fostered a belief amongst officers that they can make a difference and solutions to persistent problems can be found.

The rhetoric of intelligence led problem solving abounds within the Service but I am unaware of a comprehensive approach having been developed elsewhere. I recommend to you the core nominal initiative as a strong contender for the Tilley Award and it carries with it the total support of all Staffordshire Police employees.

Yours sincerely

(J W GIFFARD)  
Chief Constable

Mrs Louise Hobbs  
Home Office, Policing Reducing Crime Unit  
Clive House (Room 421), Petty France  
NDON, SW1H 9HD

## **STAFFORDSHIRE POLICE CORE NOMINALS**

***'You know', he said, 'sometimes, it feels like this. There I am standing by the shore of a swiftly flowing river. I hear the cry of a drowning man. So I jump into the river, put my arms around him, pull him to shore, apply artificial respiration. Just when he begins to breathe there is another cry for help. So I jump into the river, reach him, pull him to shore, apply artificial respiration and then just as he begins to breathe, another cry for help. So back into the river again, reaching, pulling, applying breathing and then another yell. Again and again without end goes the sequence. You know, I am so busy jumping in, pulling them to shore, applying artificial respiration, that I have no time to see who the hell is upstream pushing them all in.'***

Irvine Zola

1. In September 1998 Staffordshire Police were embarking upon the road to a new style of policing. Everyone was aware that the new problem solving approach to be implemented would enhance our performance. The objectives of our Policing Plan for 1999/2000 would mirror the concerns that our community had expressed through research that the force had conducted. The targets that we set ourselves were challenging yet realistic.
2. A significant amount of effort and our resources were to be focused on delivering the long term Crime Strategy, which was to reduce crime and the fear of crime. The main thrust of our Policing Plan would centre around the need to reduce the burglaries of peoples' homes by 10%. What we did need was a system of dealing with prolific house breakers that was transferable to all problems caused by prolific offenders.
3. Everyone acknowledged that historically the community has suffered the effects of a few individuals who have become such prolific offenders. The community wants a police force that prevents these crimes. The affects of which are devastating on the victim and undermine the quality of life. Accepting a few people are responsible for the crime we decided to target these prolific offenders in a structured way and adopted problem solving tactics to find solutions.
4. Through knowledge and experience we have always had an idea but have never quantified the impact that these few known prolific offenders were causing. We required the development of data in order that we could measure and analyse the problem accurately. Research undertaken for the fiscal year 1997/98 showed that only 1.76% of the

offenders charged over the period were classified as prolific. We defined a prolific offender as a person admitting twelve or more offences in a twelve month period. However these 291 offenders accounted for 29.21 %' of all detected offences. The below table illustrates the impact that these prolific offenders have had over a period of the last three years within our county.

	199516	1996/7	199718
Total number of detected offences	35,725	35,494	34,584
Total number of offenders charged	17,046	17,082	16,541
Average offences per offender	2.10	2.08	2.09
Number of offenders classified as prolific	310	301	291
% of total offenders who are prolific	1.82%	1.76%	1.76%
Number of offences these Prolific Offenders account for	8,897	10,282	10,103
Average offences per prolific offender	28.70	34.16	34.72
% of the total offences admitted by prolific offenders	24.90%	28.97%	29.21%

5. It was agreed that immense impact could be obtained from implementing a strategy that disrupted, intervened or arrested the top echelon of these offenders. In order to identify and target these offenders we introduced our core nominal system. We believed that all employees of Staffordshire Police and external agencies that we relied on would understand the value of adopting this strategy. There were many competing tasks which required our resources, therefore this strategy was designed to enable staff to focus on these criminals throughout the normal course of their daily routine. It was not going to require a team of people dedicated to one task; but provide an opportunity for all to contribute towards the success. The impact identified by tackling these offenders ensured that this project was to be prioritised above all others and simultaneously helped create a problem solving culture.
6. At the inception of the project it was decided to encompass as many different people as was practical. This was done in order to ensure their ownership and to capture everyone's knowledge, ideas and creativity. This was achieved by immediate consultation with the relevant people. We used the Force Operational Strategy Meeting to

disseminate the initial concept to the staff who would identify and deal with these offenders. Outside organisations such as the Probation Service, Customs & Excise, Housing, Benefit Agencies, National Criminal Intelligence Service and the National Crime Squad were all involved.

7. The analytical work required for an in-depth examination of the characteristics pertaining to the type of offender who would most impact on our reduction was carried out by our Crime Analysts. The Staffordshire Police Intelligence Network System (SPIN) contained a great deal of intelligence on our known offenders. This system was used not only to store relevant information but also to evaluate its actionable quality. Collection plans on identified persons were started. This information was again stored on the SPIN system, the benefit of this system being that it was accessible to every member within the Force. The scanning also included results obtained from the Scientific Department, namely Deoxyribonucleic Acid (DNA), Fingerprints from the National Automated Fingerprint Identification System and footwear linking through the Shoewear Image Capture and Retrieval System.
8. Details of prolific offenders their movements and activities were discussed at the weekly Force Intelligence Officer Meetings. These targets became the main area of discussion and the process of switching from a reactive to a proactive approach began. The below definition that was to become central to the ethos of the Core Nominal System was adopted.

**"PERSONS WHO BY VIRTUE OF THE VOLUME OF CRIME OR SPECIFIC CRIME, IMPACT ON THE PUBLIC OF STAFFORDSHIRE"**

This definition gave direction but was not totally prescriptive. Everyone felt comfortable that the flexibility allowed them the ownership concerning selection of the targets. Emphasis was placed on the impact suffered by the public of Staffordshire.

9. Close examination was made of the offenders nominated. We have attached the details of three very worthwhile targets whose profiles were nominated. Some of the initial targets nominated were transparently inappropriate. An example being one offender who had a long history of drug abuse and committing a high volume of burglary dwellings. Intelligence gathered on the person soon revealed that they were no longer a problem because that person was so affected by drugs they were totally incapable of successfully committing crime. The last intelligence entry on the SPIN computer surrounded the circumstances of this man begging in an Unemployment Office.
10. Analysis revealed that at that time we had become trapped in a policing style that forced operational officers into putting much of their time and

energy into the process of recording crime. This meant that they were unable to stand back and take stock of the root causes of these crimes. This had a knock on effect on administrative support staff who were also locked into this reactive cycle. Officers' reactive style meant they had become de-skilled in proactive investigation methods, unaware of the advancement of technology, the support that was available from within our own organisation and more importantly the wealth of support that was available from external agencies.

11. There was also a lack of education about how to focus on intelligence collection. There was little understanding of how the criminal mind works, understanding their motivation, criminal networking and their dependency upon each other. Each member of the Force Intelligence Bureau, through workshops and consultation groups, was able to identify where skill gaps existed. Examples being:-
  - The random recruitment of informants
  - The lack of appreciation and potential offered by the PNC facilities
  - The dimensions offered by telephone analysis
  - The Financial Unit capability
  - Test Purchase Operations
  - National Criminal Intelligence Service
  - Probation Service
  - Collection Plans
  - Interview strategies
  - Profiling of offenders
  - Comparative Case Analysis
  - Surveillance
  - National Crime Squad
  - Crown Prosecution Service
  
12. What should be noted is that Probationary Constables had highlighted many of these deficiencies, this was disturbing because they had not been able to gain this information from experienced Tutor Constables or Supervisors. The response strategy to be implemented would address these difficulties. It was essential that the remaining gaps in our information were filled to ensure our success.
  
13. We knew the success would be centred around the reliance on correct modus operandi profiling of both the crimes and the criminals. The system of profiling was well established in the Force. There was however a variance in the vigour that was put into ensuring that all crimes were profiled. The value of completing the profiling was not fully understood by everyone. We re-launched the product and ensured that the guidelines were followed. This was achieved by presentations outlining the benefits to all of our staff. Particular emphasis was placed upon the Operational Management Unit staff, because they were able to advise and support Operational Staff. Field Intelligence Officers

played an invaluable role in promoting the system because they had ownership of these Core Nominals.

14. It was decided everyone needed to be on board with this project. The concept of selling any new idea is extremely difficult especially from a standing start. Research proved that no other Force had this unique system whereby all of its resources could be focussed on a very small minority of offenders. To promote the scheme we selected the main prolific offenders and illustrated the effect we would have on crime reduction performance indicators if we were able to tackle these people.

A chosen offender was Wood. The power point presentation attached as **Document A**, was given to as many officers as was possible. This included the Force Executive, Support Staff and Probationary Constables. The Force Analyst gave the presentation. It can be clearly seen and supported by evidence that this was the perfect example to give. This was because in one area he was responsible for so much crime on one small estate. This crime stopped immediately when he had been arrested and remanded in prison.

15. Before we launched the product on the Force we tested for the type of response likely to be expected. This was done to identify any resistance we may encounter. We felt that this would come especially from long serving officers. The emphasis was going to be placed upon the fact that the Support Services were providing something for them. We identified people who fitted the above category and were influential within the service. These people we honestly thought would be dismissive and somewhat cynical of our efforts. We were fully expecting countless reasons why this project would fail. Their immediate response was,

"We have needed this for twenty years".

This response gave added momentum; as did other similar comments from the people whose views we sort.

16. An opportunity to launch the initiative was seized by the emergence of the case of SHAW. A Power Point presentation as attached as **Document B**. The analytical work emphasised the value of dealing with this person who was to become our first Core Nominal. Shaw was known by a large number of our staff to be a prolific offender, he was responsible for 121 offences in a two year period within one sub division. Following his arrest and bail to a bail hostel within another division his presence was immediately felt. There was a dramatic increase in recorded crime, which could be plotted geographically around the bail hostel. Modus Operandi of the crimes indicated strongly that he was responsible for them. Our project was launched by his arrest .

17. When we asked the Force who they wanted as their Core Nominals the response differed immensely from division to division. Some divisions profiled up to ten offenders, submitting photographs, and maps and up to date intelligence logs. Others merely submitted names of persons who had historically been problems to them. We decided that ownership was to be the key and selected at least one creditable target for each of our, at that time ten, territorial divisions. We also took into account traffic support and ensured that there were targets they could focus on, utilising their expertise and capabilities. The benefit of Traffic Officers proved to be immense as disruptive techniques were used more and more against burglars. The intelligence contained on every individual within the Force was instantly accessible on the SPIN computer. The approach of getting each division to submit suggestions with little requirement for justification was fraught with danger. This high risk strategy gave a golden opportunity to demonstrate this was not a case of the centre knows best. This was another culture change we were trying to establish and guaranteed their ownership.

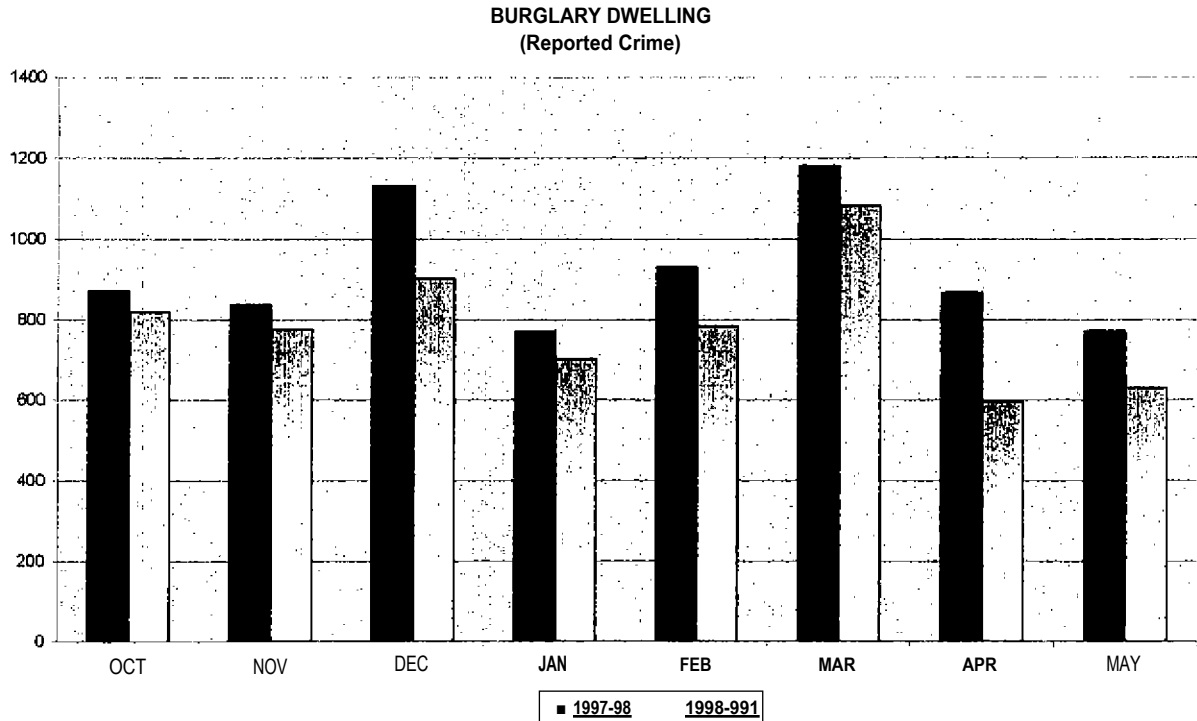
18. The research into the targeting system had; as well as generating interest also caused individuals to give their own interpretation as to what the aims of the system were. Cascading the presentations ensured common understanding but did not dilute the impact.

Flexibility was designed into the selection process, but it did not have the rigour to stand continually changing targets. The guidelines for selection were arrived at through a workshop with the Field Intelligence Officers and a decision was made that once a core nominal was selected they would retain that status until they:-

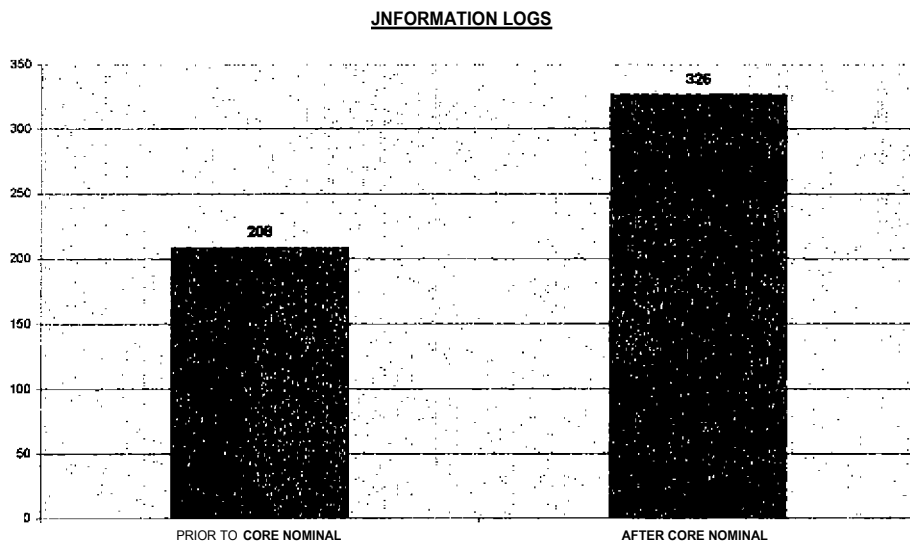
- (a) Were no longer a risk;
  - (b) Were replaced by ,a more significant target;
  - (c) Moved away from Staffordshire (no longer impacting upon us);
  - (d) Received a substantial prison sentence; or
  - (e) Were deceased.
19. We had established difficulties would arise because of the limited knowledge of the Investigative Support Systems available and decided to implement the following based on a needs analysis.
- (a) Produced a booklet for distribution to all staff outlining the support that was available and how that support could be obtained and best used;
  - (b) Evidence the impact that could be obtained;
  - (c) Give presentations to as many staff as possible; and



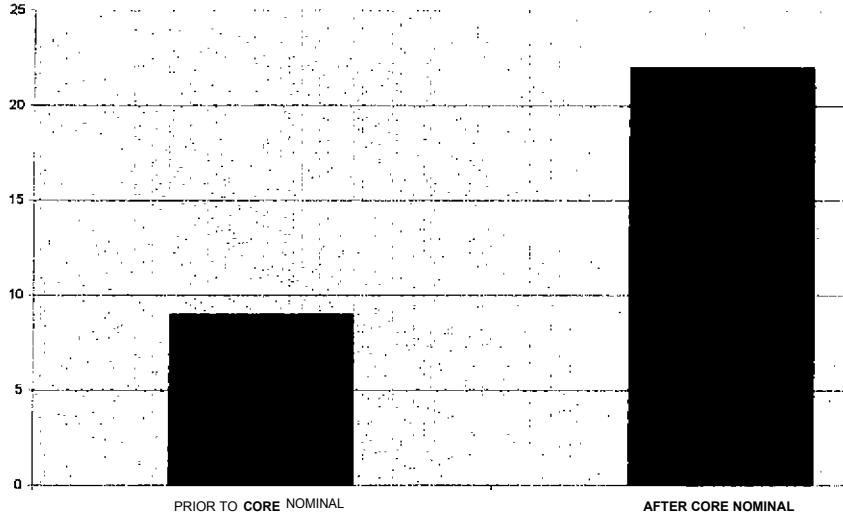
- (d) To liaison with outside agencies.
20. We designed our response to eliminate problems that are caused by lack of ownership, encompassing as many community partnerships as possible. This ensured that we approached outside agencies to highlight what we were trying to achieve and utilise the assistance that they could give us. By promoting the status of the core nominals it ensured that there was kudos for officers and staff who had any involvement with them. The Core Nominal status assisted staff in the identification of problems in an uncomplicated measurable and user friendly way.
  21. An information booklet to support the wide range of solutions which could be employed to deal with different offenders was produced, and is attached separately as **Document C**. The aim to arrest, disrupt or intervene could be achieved in different ways and it was emphasised that strategies would often require the co-operation of wide range of specialisms.  
The design of the booklet was crucial to its success `user friendly' being paramount. The front cover gives an instant insight to what the booklet sets out to achieve. The model was transferable to deal with all offenders.
  22. Our computer system, was already in place and did not require any additional expenditure. The only cost was the time spent by the Force Intelligence Bureau staff in implementation. The additional cost of printing stationery was £160.
  23. The Force changed from 10 divisions to 4 divisions with 26 local policing units and emphasis was placed on geographical policing with local problem solving. The change had been anticipated and the transition from divisional targets to local policing unit targets worked well, in fact, it was extremely successful because we were able to ensure that each local policing unit had one core nominal. The Force philosophy of moving to a problem solving approach was considerably reinforced by the core nominal initiative. A personal development review process is used to ensure that staff keep themselves abreast of developments and confirms their contribution to the approach.
  24. The Force currently has 27 Core Nominals. One for each of the 26 L.P.U.s and one that was a previous divisional L.P.U. Core Nominal who is now serving a custodial sentence. This person remains a Core Nominal as his activities are being monitored whilst he is in prison.
  25. The recorded rate of burglary dwellings within the Force since the 1<sup>st</sup> October 1998 to May 1999 is reproduced below. Burglary reductions have been achieved each month when compared to the previous year. Burglary dwellings have reduced from 7,363 to 6,293 a percentage of 14.5, the largest reduction ever achieved.



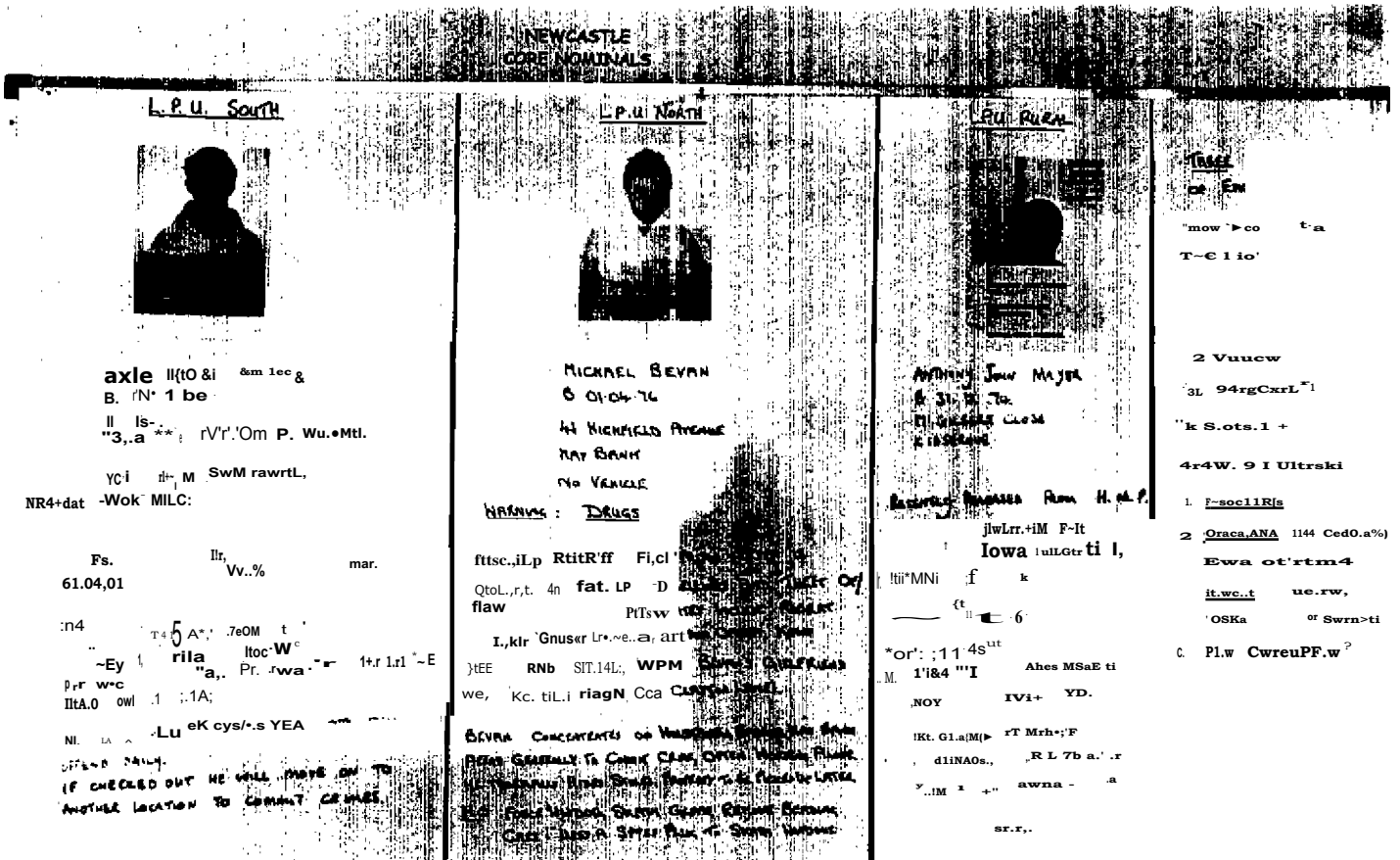
26. Evaluation of the Information submitted and arrests made over a two month period prior to and after nomination, has revealed an increase of 56.7% in submitted Logs and an increase of 144% in arrests. This is demonstrated in the below graphs.



(IRRGsT1)RESULTS.



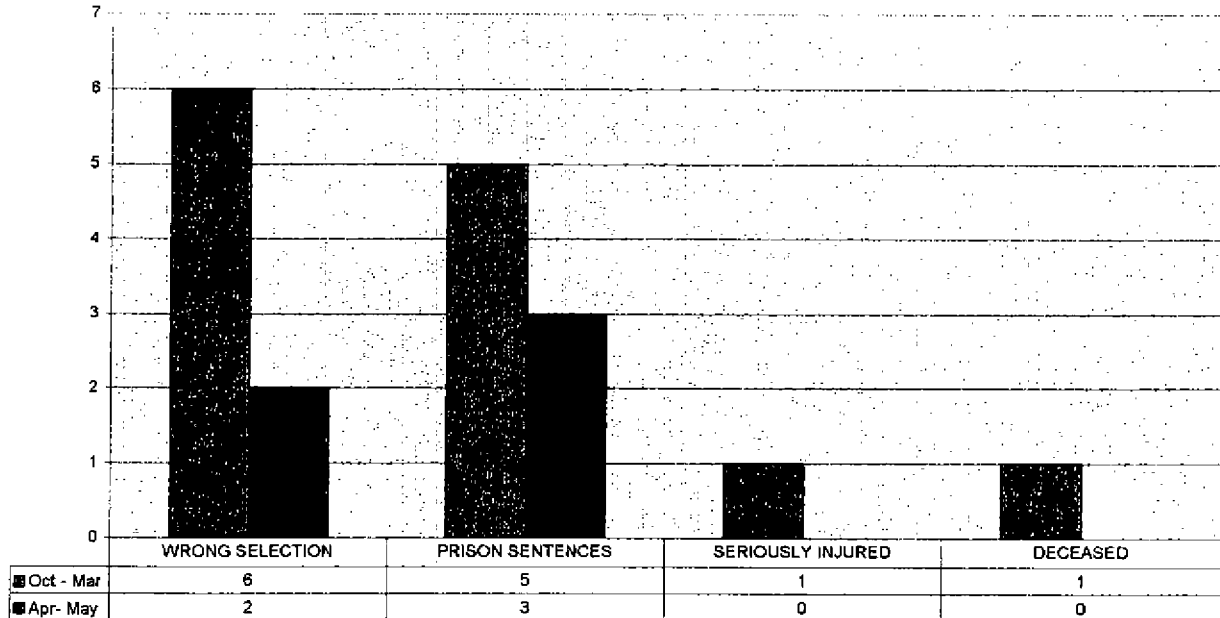
27. One of the main forms of evaluation has been through direct feedback as to what is actually going on in the Divisions. To evidence this we have reproduced below a photograph of the briefing notice board devoted solely to the three core nominals affecting the Newcastle Local Policing Units. We have also attached a copy of the latest Divisional Strategy meeting minutes marked **Document D**. This Division have arrested four of their core nominals out of five in the month of June.



to

28. In the first 8 months of the project it was necessary to replace the following number of Core Nominals.

**CORE NOMINAL AMENDMENTS**



29. There is no data offered here in relation to detected offences, we have chosen to disregard *this data*. Our new focus, as required by the public of Staffordshire, is on crime reduction. Mr and Mrs Jones don't want the person who burgled their house. They do not want their house broken into the first place. To include detected offences would take the focus away from the reduction achieved.
30. We identified the problem, quantified it and then developed a strategy to respond to it. We ensured a clear focus on how we could measure our success. The next phase of development is underway and is focusing on working with other agency partners to identify constructive alternatives for core nominals to prevent them offending. An example of a Core Nominal who would benefit from this intervention would be HUSSEY. A Power Point presentation is attached as **Document E**. Hussey is a person who was identified as responding to support.
- 31. We are now in a position to identify the persons who are pushing our community into the river and can stop them doing it.**

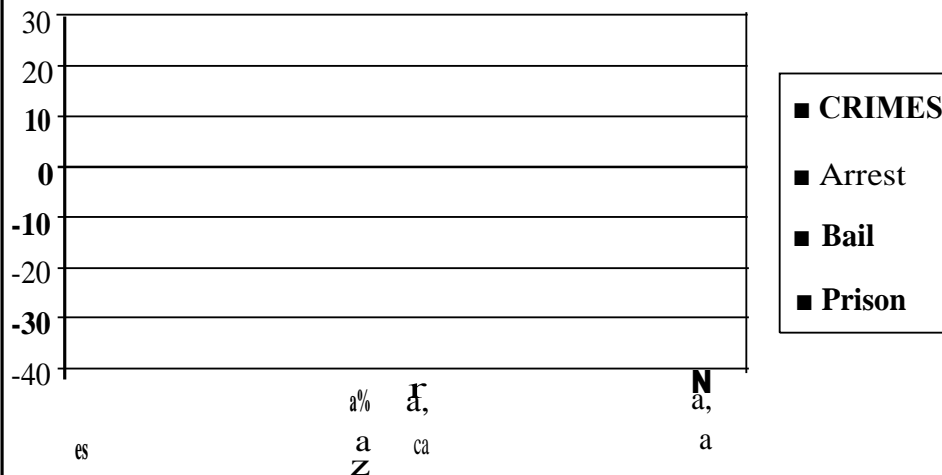
32. Names of persons used in this application have been changed to protect the guilty.
33. The project contact person is Detective Inspector Bernard Guthrie, Force Intelligence Officer, Force Intelligence Bureau, Staffordshire Police, Cannock Road, Stafford ST17 0QG. Telephone No: 01785 232587 Fax No: 01785 232273.

**Document "A"**

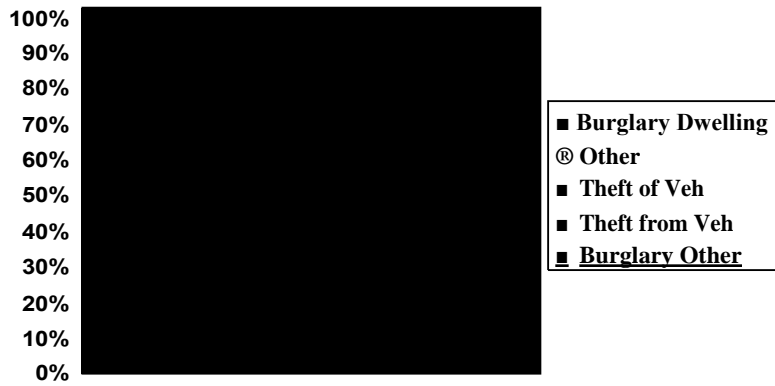
## Prolific Offender Case Study

- Uses an offender called Woods
- Juvenile with known history of drug abuse
- Large amount of secondary detections
- 101 Burglary Offences

## Woods Crime History



## Woods Crime Types

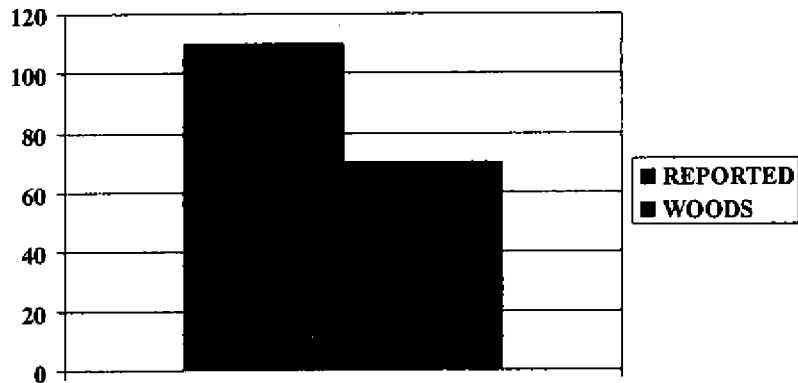


## Woods Burglaries Per Beat

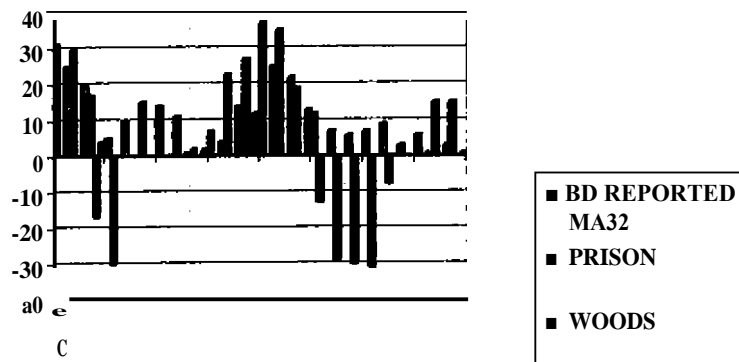
00	
90	
80	
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60	
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## BD MA32 Reported / Offences Committed by Woods over 6 months



## BD MA32 AGAINST WOODS PRISON HISTORY



## **WOODS - M.O.**

- Over **60** % had all following characteristics;
- Semi Detached council dwelling
- Ground floor rear window smashed
- Tidy search, ground floor
- Committed afternoon/evening time

## **WOODS - Crimes not detected**

- Period 24th May 1996 to 30th September 1996 analysed
- 37 Burglary Dwelling Crimes MA32
- 32 had similar profile to Woods
- 18 had at least 6 matching profiles to Woods

## **Summary -Woods**

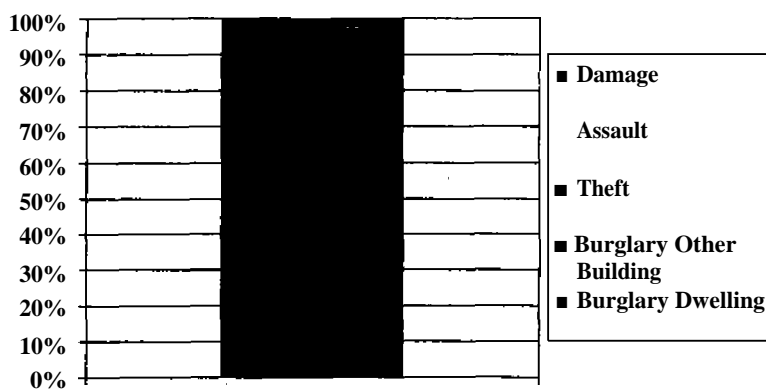
- Crime history
- Profile of offences
- Obtain geographical information to assist in creation of target package

**Document "B"**

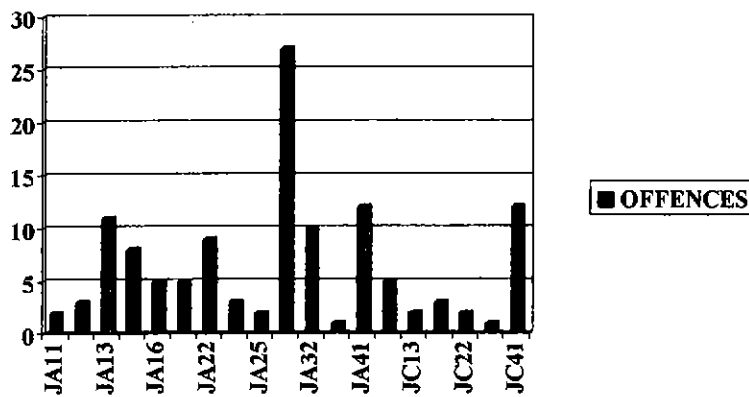
## Prolific Offender Case Study

- \*Uses an offender called Shaw
- Know history of drug abuse
- known to travel to commit offences
- 121 during 2 year period Burslem

### Shaw crime types



## Shaw Burglaries per beat



### Shaw - MO

- All burglaries had the following characteristics ;
- Gains entry through insecure doors whilst occupier not around (ie out of office, in garden, asleep or upstairs)
- Sneaks in and steals handbags or pottery items
- If disturbed will have a plausible excuse as to why he is there
- Will return to location to commit repeat offences

## Shaw

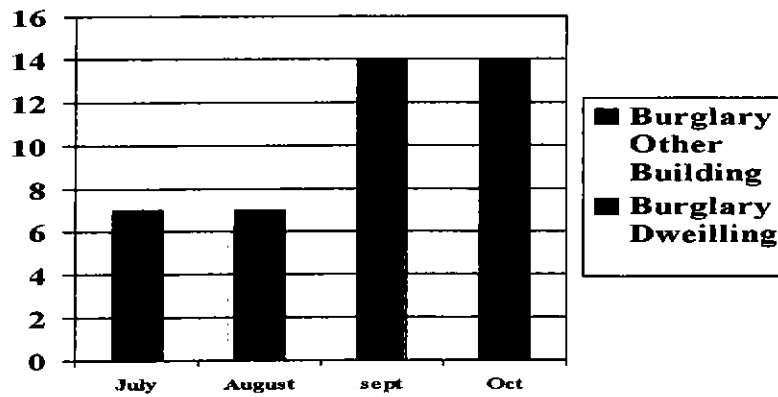
- Shaw was accepted as a core nominal
- Surveillance was placed on him and he was observed committing offences
- Arrested
- Bailed at Court to Stafford bail hostel

### STAFFORD BURGLARIES

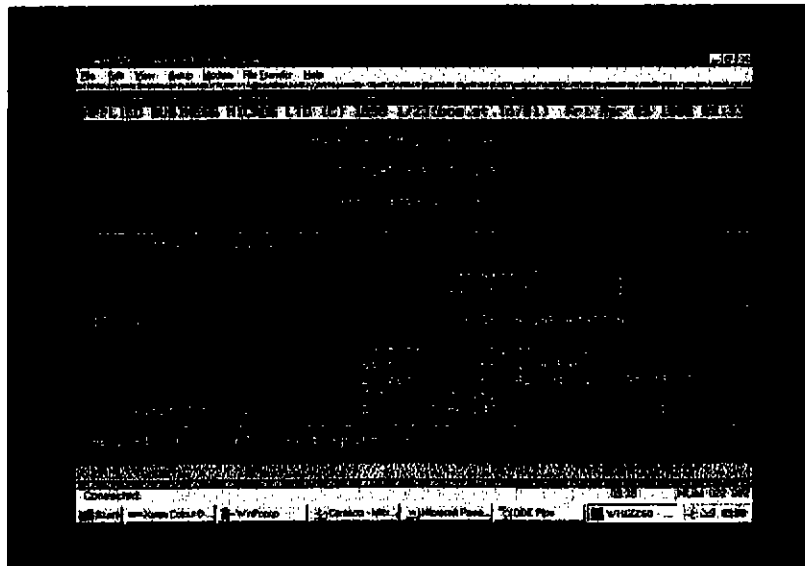
HO CLASS	Jul-98.	Aug-98'	Sep-98	Oct-98
00281	~s 71:	52 48.	s6 <b>54</b> si	55
00301	6" 57:	4i 37:	si 83'	s2 62
TOTAL	128	<b>85:</b>	137	117

- Increase in Burglaries identified
- Compared to previous years figures (in red)
- Trend identified as increase in burglary other buildings during september 1998

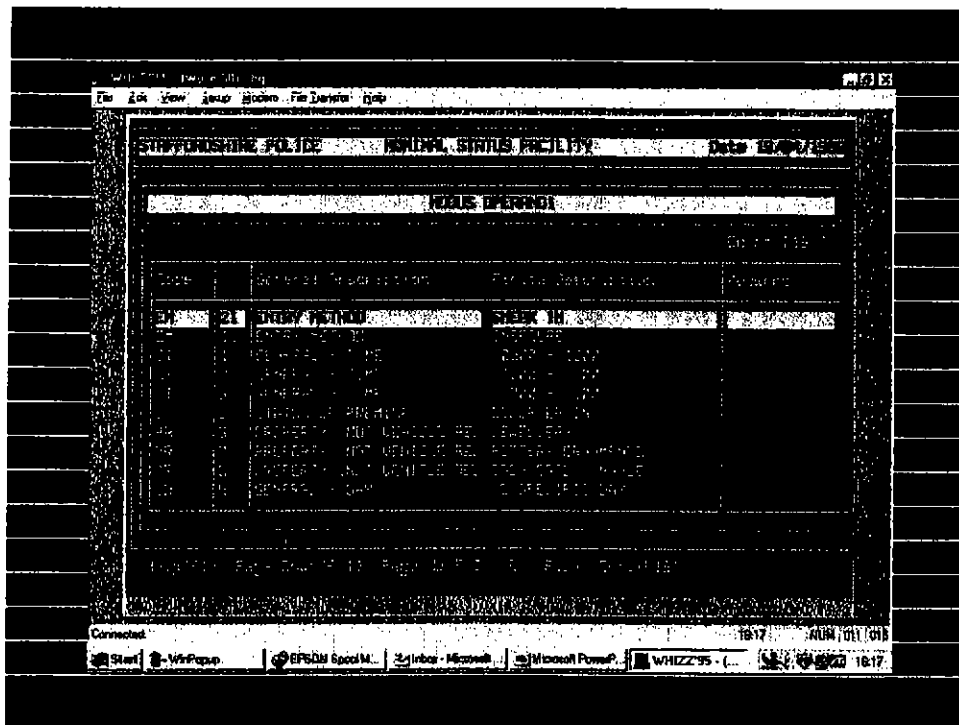
## Stafford Sneak in Burglaries



## Find Offender with MO on SPIN







## Shaw - Identified

- SPIN Identified like MO
- Geographical information located Hostel in close proximity to offence locations
- Fitted description of offender as identified from witnesses
- Shaw arrested and charged

**Document "D"**

**NORTH STAFFS DIVISION**  
**STRATEGY MEETING**

**MINUTES Date - 30/06/99**

**Start Time - 1400hrs. Finish Time - 1506hrs.**

<b>PERSONS PRESENT.</b>		
C.LHemmings, Insp. Trickett, Det.Insp. Hughes, Insp. Brougham, Insp . Stevenson, Insp. Ratcliffe, D.S.Mason, DC Hall, PC Cunningham, PC Ellor, PC Barnett-Lowe, PC Dawson (TSN), D/I Guthrie (FIB), Insp . Pickford, Insp. Jolley, Det. Insp. Dutton, AIDI Ridge, Sgt Pass. Sgt. Bentley, PC Johnson, DC Whitehead, PC Burrows, Miss Mellor, Sgt. Johnston		
<b>'APOLOGIES:</b>		
C/Insp. Winstanley, In sp. Arm strong, DC Barber, Sgt.Lockett		
	<b>OVERVIEW :::</b>	<b>ACTION</b>
<b>'a</b>	<b>PRIORITY CRIMES PER PREVIOUS WEEK</b>	
	See attached charts prepared by Miss Joanna Mellor.	<b>A good week across the Division.</b> Below targets in all areas.
<b>1b</b>	<b>HOT SPOTS / TRENDS.- NUISANCE [DISORDER</b>	
	No new trends at Leek. One incident at Hanging Gate, Newcastle	No action required.
	<b>REPEAT VICTIMISATION! DOMESTICS</b>	
	Repeat Victims - Portland St. Garage, Cattle Market. "k m" - Repeat Offender / victim in domestics. 7 incidents in Leek.	<b>Insp. Brougham</b> and <b>PC Laycock CBO</b> to look at from problem Solving angle. Report progress by 1417199
	7 repeat victims all revolving around burglary Dwellings and Damage. Six domestic incidents, two of which are "No Crimes"	Information will go to LPU Commanders when prepared by <b>DC Hall.</b>
<b>d.</b>	<b>RACIAL AND HOMOPHOBIC :</b>	
	None for Leek and Newcastle	All staff reminded of the need to ensure all incidents are reported and dealt with accordingly.
<b>1e.:</b>	<b>ROAD SAFETY</b>	
	Sgt. Cooke has put out a report on the checks that have been/are being made. TSN would like to have a copy.  Returns for checks on Mobile Phone Campaign should be sent back to TSN. Insp. Stevenson had received a letter concerning the traffic using Farley Rd. btn. Oakamoor and Alton Towers..	<b>S<sup>g</sup>t Cooke.</b> To forward report to <b>PC Dawson</b> TSN.  Sgt <b>Cooke</b> to ensure completed report by 7/7/99  Radar checks to be done by LPU staff. <b>Insp Stevenson</b> to report by 717199 to <b>DS Mason.</b>

f	<p>.TRENDS &amp; PATTERNS = CONTROLLED DRUGS</p> <p>Nothing from Newcastle.  ***** (Core Nominal) ongoing from Leek</p>	<p>Package submitted to Force Drug Squad. Being put forward by <b>DII Guthrie</b>.</p>
2.,	<b>ACTION PACKAGES</b>	<b>.ACTION</b>
2a	<p>REVIEW OF EXISTING PACKAGES</p> <p>MA 54/6/99 Vehicle Crime - Newcastle North.</p> <p>MA33/6/99 Burglaries Commercial premises - Holditch.</p> <p>MA22/6/99 Assault / disorder on Town Centre.</p> <p>MA53/6/99 Maxims main area.' Thefts from vehs. Mainly daytime between 1000hrs and 1500hrs,</p> <p>MA44/5/99 Vehicle crime P.H. car parks.</p> <p>MA5216/99 Burglary OB. Mainly sheds, garages, farms in the Kidsgrove Rural area.</p> <p>(Wheatsheaf) believed involved in mobile telephone fraud and VAT fraud. ***** and *****  Are associates of *****.</p> <p>***** rural car parks.</p> <p>* ***,~* Fingerprint evidence back connecting him to one of our vehicle thefts.</p>	<p>Patrol strategy in place. CBO's to continue going there.</p> <p>Patrol strategy in place. Holditch area - profile raised</p> <p>Patrols and video camera in place and now being used to good effect. Operation Matador ongoing using Noon Shift on O/Time. Main targets *****/*****.</p> <p>Awareness to be raised via briefing sheets. Notice to be in place at ticket machines.</p> <p>There has been a reduction . Patrol strategy to continue.</p> <p>There has been a reduction and information shows that there has been displacement onto Cheshire. Liaison to continue by FIO. Ensure evidence and intelligence made available.</p> <p>Customs and Excise, B'Ham are doing an exercise over the next two weeks.</p> <p>TSG are on it today</p> <p>Initiative to deal with this.</p>

<p><b>21)</b></p>	<p><b>NEW PACKAGES FOR STRATEGY</b></p> <p>***** associate of ***** Fingerprint evidence may be available.</p> <p>Burglaries and damage in Leek Town Centre. Shops, commercial premises. 25 identified . 2 fingerprints identified as ***** possibly responsible for more.</p> <p>Burglaries - sheds, garages Newcastle North, Raise awareness and put through media.</p> <p>Liaison officer required re updating of package.</p> <p>Wenger House - Bail Hostel. Sex offenders are resident there. Obs . on premises via their video cameras to see who is visiting.</p>	<p><b>DC Whitehead</b> following up. Pro-active to take on if confirmed.</p> <p><b>DC Machin</b> to arrest and interview.</p> <p>High visibilty policing in Leek <i>tic</i> <b>Insp.Brougham. DS Mason</b> to speak to SO Mansell re : high visibility policing by Specials and try to house *****.</p> <p><b>Miss Mellor</b> to research back to 111199.</p> <p>Patrol strategy in the area - submission of logs etc., <b>AID/I. Ridge</b> tasked to check for informants.</p> <p><b>Insp. Ratcliffe</b> to decide on liaison officer, update package FIO visiting in respect of sex offenders and CID every 2 weeks.</p> <p><b>CBO's</b> going in on a regular basis. To continue.</p> <p><b>Insp. Jolley</b> to liaise with <b>Mark Dennis</b>. Details to be put on <b>SPIN</b>.</p>
<p><b>2C</b></p>	<p><b>EMERGENCY PACKAGES</b></p> <p>Nil this week.</p>	
<p><b>2d</b></p>	<p><b>USE OF SUPPORT SERVICES</b></p>	<p>TSG - as outlined above. Drug Squad - ***** CSN - *****</p>
<p><b>2,e</b></p>	<p><b>TRAINING IMPLICATIONS OF STRATEGIES</b></p> <p>Nil</p>	

	CORE. NOM ' AAL S .	ACTIONS
	<p>KIDSGROVE</p> <p>***** on remand following a burglary at Lloyds Chemists. Another one to be named.</p>	<p><b>THIS IS THE SECOND CORE NOMINAL AT KIDSGROVE TO BE ARRESTED IN TWO WEEKS. EXCELLENT WORK BY ALL INVOLVED. "ON LINE FOR A HAT- TRICK?"</b></p>
	<p>MOORLANDS' EAST</p> <p>***** Action package going back to HQ.</p>	<p><b>Insp .Stevenson</b> to liaise with package owner (Drug Squad) re what action if any should be taken by LPU staff.</p>
	<p>MOORLANDS WEST</p> <p>***** and ***** Fingerprint evidence now available. ***** on bail 4713.</p>	<p><b>LPU Staff</b> to gather intelligence and increase stop checks.</p>
	<p>NEWCASTLE NORTH</p> <p>Last weeks minutes should state that LPU staff are looking to build an operation and not justify the choice of ***** as a Core, Info now available re *****; his drug habit and current vehicle.</p>	<p>Informants to be tasked by <b>A!D!I Ridge</b>. In particular to contact Drug Squad to tap into their informants. Obs Van arranged for 1217199 for intelligence gathering . LPU staff to be made aware.</p>
	<p>NEWCASTLE SOUTH</p> <p>***** doing vehicles on tic. Now on 47/3 bail till August pending forensic evidence. Property has been recovered. Seen by informant breaking into a vehicle. OSU spot-checks being done.</p>	<p>SOLO blue sheets - Difficulties experienced. Names will be put to H.Q. <b>DC Barber</b> to follow this up , report by 717199. OSU working with shifts over weekend - nights.</p>

	<b>. COMMUNITY SAFETY:</b>	<b>DECISIONS</b>
	<b>NEWCASTLE BOROUGH</b>	<b>This is to be discussed outside of this meeting.</b>
	Each local authority has a Community Safety Strategy in respect of the Crime and Disorder Bill. Insp. Trickett stated he needed to know what is going on as it may be possible that other organisations could help to find stolen property, ie through searching lifter bins - ie employees of Local Authority. Insp Pickford / Insp Armstrong had discussed the possibility of Action packages being passed to them for this purpose. DI Hughes also stated he has to vet all action packages.	
	<b>STAFFORDSHIRE MOORLANDS</b>	
	<b>.NEIGHBOURHOOD WATCH</b>	<b>DECISION</b>
	Good result from NHW at Tean. Good sighting at Werrington as result of message.	This success is to be related back to all NW members . Staff to ensure the continued use of the system.
<b>G</b>	<b>BUDGET</b>	<b>DECISION</b>
	DS Mason stated that £ 134.00 had been spent last week and there was a balance of £33,139,00. We are now running the budget as the North Staffs. Divisional budget.	It was agreed that research be conducted re : last years spend, so that we have a better idea of the amounts we have to deal with. Christmas Policing plan budget to be set aside.
	<b>ANY OTHER BUSINESS</b>	<b>DECISION</b>
	<ol style="list-style-type: none"> <li>1. Notification of arrests is required by intelligence office. Either arrest sheet or SPIN entry.</li> <li>2. Strategy meeting 7/7/99 - many senior officers will be committed at another meeting.</li> <li>3. Overtime - the budget seems large but is not. Ad hoc requests will normally be refused.</li> <li>4. Action plans are not being marked up or returned on time. This makes evaluation / costing impossible.</li> <li>5. Operation Liberal - Excellent returns for Staffordshire police - 16% detection compared with national average of 2% for distraction offences.</li> </ol>	<p>LPU Staff- Arrest sheet or SPIN entry .</p> <p>A representative must attend in their place.</p> <p>Bids for money to be submitted by way of package.</p>

**Document "E"**

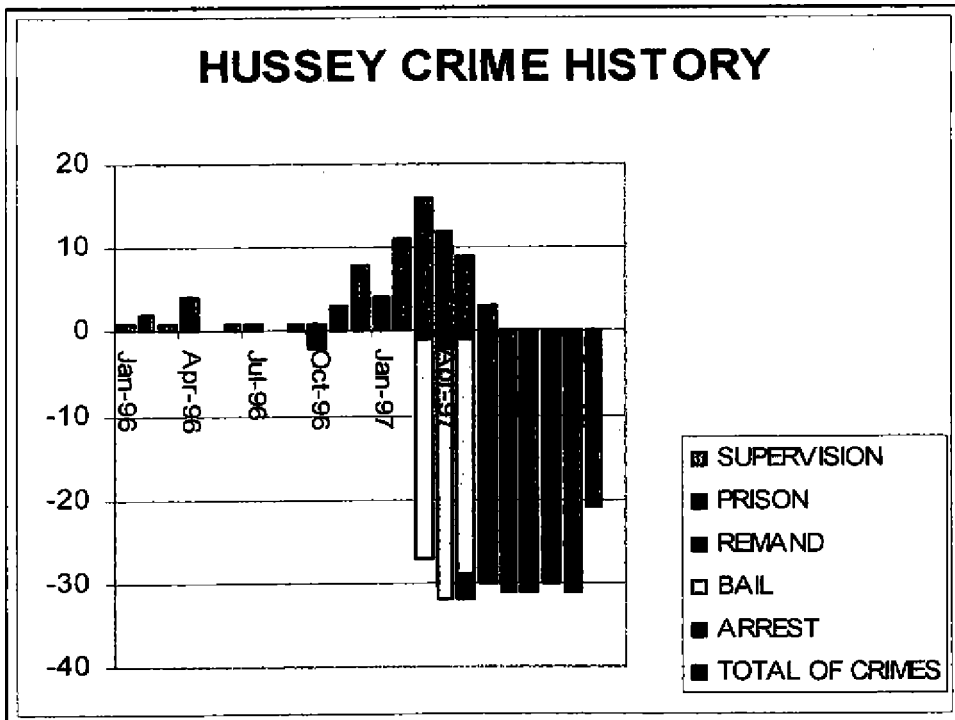


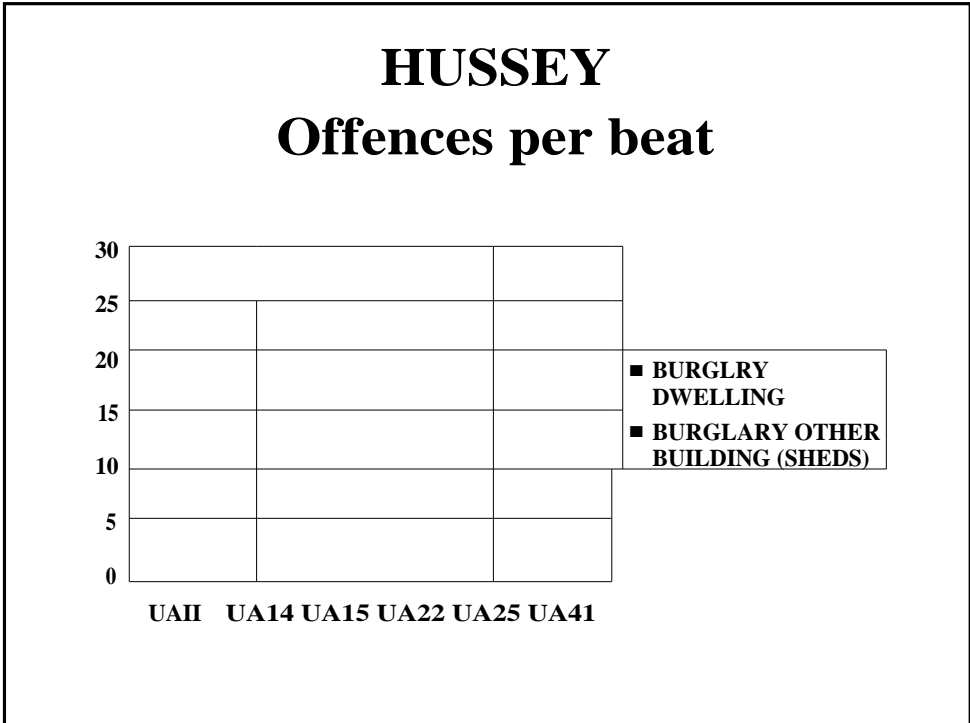
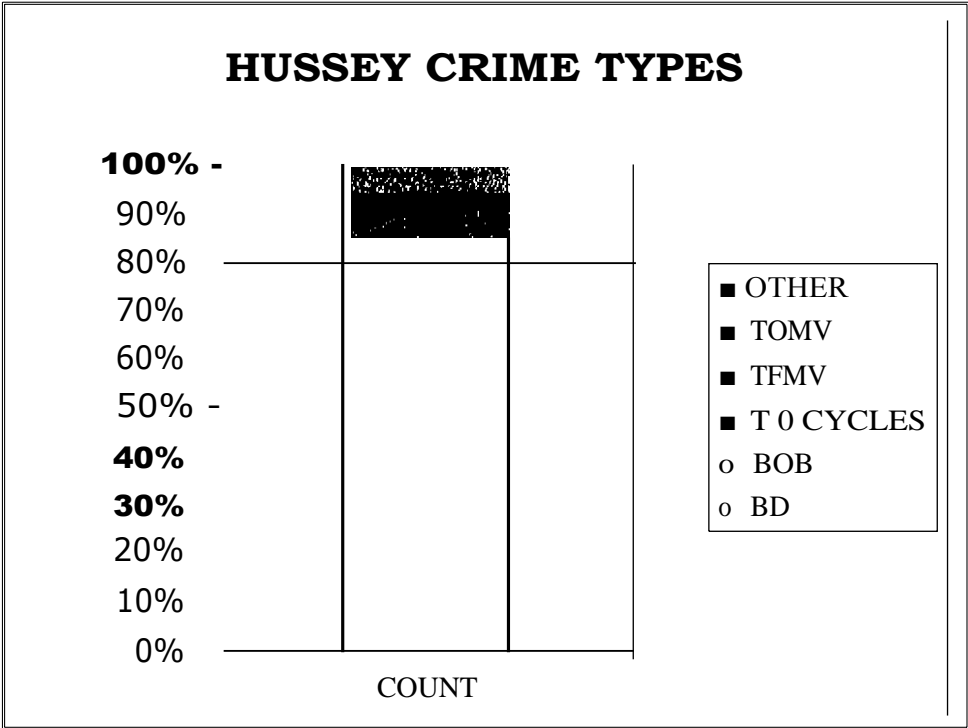
# Prolific Offender Case Study

Offender called Hussey

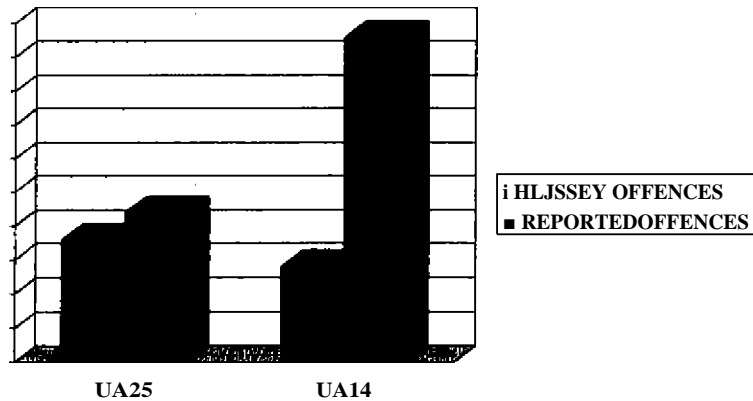
-Offender with history of drug abuse

-78 Offences of all kinds





**Burglaries reported 01/03/97 - 31/05/97  
Against burglary offences committed by  
Hussey**

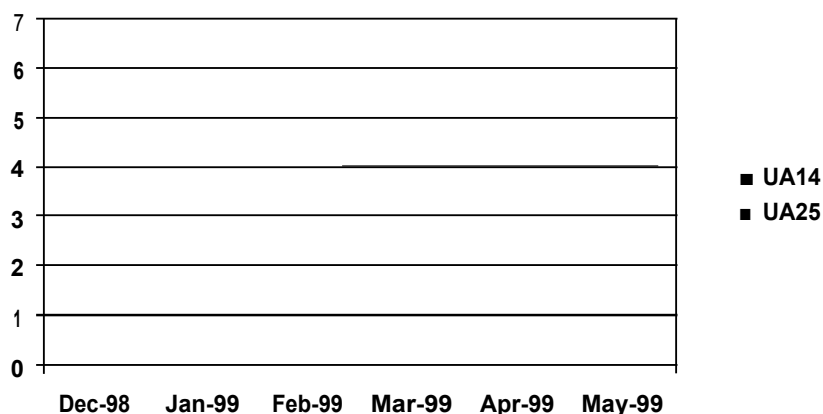


## HUSSEY- MO

- Over 65% of the burglary dwellings had the following characteristics;
- Detached House on private estate
- Occupier out
- Ground floor rear door or window forced with instrument
- Tidy search of ground floor
- Committed during day time

## HUSSEY - History

- History of drug abuse
- Whilst serving custodial sentence joins drugs rehabilitation group
- Completes sentence and goes back to happy domestic relationship
- Domestic relationship deteriorates
- Goes back to taking drugs
- Cycle of offending to feed the drug habits begins again.



- Hussey released from prison Dec98
- Offending cycle began at the end Mar 99
- MO ID at early stage and arrested early in offending cycle

## **HUSSEY- Recommendations**

- Liase with other agencies to;
  - encourage, drugs rehabilitation whilst in custody
  - continue with drugs rehab support once prison sentence served
  - offer domestic support
- Monitor incidents of domestic violence on Hussey in order to identify threat of offending