

## **SUDBURY SECTOR COMMUNITY ORIENTED PROBLEM SOLVING**

### **(COPS)**

#### Abstract

This paper describes the introduction of Problem Oriented Policing within the Sudbury Sector of the Suffolk Constabulary and highlights early successes using the philosophy of problem solving. The initiative was named Community Oriented Problem Solving (COPS) in order that police staff could complete projects under that generic title for ease of later evaluation. The acronym also proved useful when promoting the scheme externally and recruiting partners to assist with the various problem solving projects undertaken.

The paper commences with an introduction to the initiative and describes how it complimented the overall aims and objectives of the Suffolk Constabulary contained within the annual Policing Plan. The essential components of the problem solving process are explained together with the methods employed to train Sector staff and perhaps more importantly, the recognition of a need to change a culture that had developed by the majority of officers involved in traditionally reactive policing. The paper also contains examples of large scale projects undertaken by the majority of Sector staff as well as those by individual Community Beat Officers.

There is an acknowledgement that the introduction of the scheme was not without difficulties that included the incompatibility of Information Technology available at the time of the scheme's introduction. Nevertheless, considerable successes in traditionally difficult areas to combat have led to Sector staff embracing the philosophy and actively promoting it outside the Sector where there remains a healthy scepticism, An important lesson learnt was that whilst a "leap of faith"

is often required in support of long term problem solving strategies, it also necessary to have "quick wins" in order that staff can see obvious and tangible results that sustains their enthusiasm and belief in the scheme.

The paper concludes with an explanation of how statutory formal partnerships required by the Crime and Disorder Act have proved to be a natural expansion of problem oriented policing in a very practical sense.

### Introduction

The Sector Policing Model of the Suffolk Constabulary has resulted in the Force attaining exceptional and sustained performance in all areas of police work. The County is currently divided into three geographic areas, each commanded by a Chief Superintendent. These areas are further sub-divided into a total of 17 local policing sectors, each commanded by a Chief Inspector or Inspector. The area and Sector boundaries were recently re-aligned in order that co-terminosity was achieved with local authorities in support of the Crime and Disorder Act. The Sudbury Policing Sector is one of the busiest in the Force covering the market town of Sudbury and a further 22 rural parish areas. The population of the Sector is approximately 38,000 people and the Sector Policing Staff comprises of 40 Police Officers, 20 members of the Special Constabulary and 8 Support Staff commanded by a Police Inspector. Area and Sector Commanders are supported by specialist help provided by the Crime Management and Operations Departments based at Force Headquarters.

The COPS scheme was introduced in May 1998 primarily to assist Police Officers in meeting increasing demands. National and local research confirmed that only a minority of calls directly related to crime and that the majority of incidents police were attending, were repeat calls which

detracted from their ability to devote time and energy into key objective areas against which, performance was judged. Despite limited available Information Technology assistance, it was felt that the very nature of sector policing provided enough local and specific knowledge to identify emerging incident patterns and plan a problem solving approach accordingly.

The immediate dilemma was that, as officers within the Sector were performing well in both a reactive and pro-active style, would the introduction of Problem Oriented Policing, adversely affect performance. (If it ain't broke, why fix it?). It was therefore of paramount importance to identify an immediate area where traditional policing methods were having little to no impact and that would benefit from the problem solving approach. It was decided that the Sector's disproportionate amount of criminal damage offences and disorder within the town centre area on predominantly Friday and Saturday evenings, represented an ideal challenge for Problem Oriented Policing.

In recognition of the potential impact of Problem Oriented Policing, staff members within the Sector were provided with an intense training session concerning the initiative. This training was often conducted on a one to one basis and then later reinforced within small groups. It was emphasised that this was not a weekly or monthly new initiative but was a requirement to fundamentally change the "way we do business". Officers were introduced to the four stages of Problem Oriented Policing as follows:-

- No.1 Scanning- spotting problems through local knowledge, basic data or crime pattern analysis.
- No.2 Analysis - a process whereby problems are examined closely to assess characteristics and causes.
- No.3 Response - devising a solution which often involved working with the community or other agencies.
- No.4 Assessment - conducting an evaluation of the exercise to see if the solution worked and

what lessons could be learned.

Officers were then introduced to the Problem Analysis Triangle which was demonstrated using real life practical examples to examine features of the location, the caller/victim and the source of the problem. Individual officers and/or teams were then encouraged to identify their own problems paying particular reference to the key objective areas within the Suffolk Policing Plan.

Officers were asked to use the trigger question when attending an incident - "am I or a colleague likely to be called here again?". If the answer was yes, then the problem had not been solved and resolution could require further visits or a multi agency involvement. The most important part of the training process was to address the culture that Police Officers usually deal with the most obvious and superficial manifestation of a deep problem - not the problem itself, i.e. we may stop a fight, but not become involved in the factors that contribute towards it. Officers were encouraged to take a simple pro forma with them on patrol that contained the Problem Analysis Triangle and a reminder that a problem could be described as a cluster of similar related or occurring incidents rather than a single isolated incident, a substantive community concern or a concern raised by the police. It was recognised that problems could revolve around places, times, patterns of behaviour or any combination of these. They could also be identified by officers' local knowledge, letters of complaint, consultation with the community as well as feedback from business and other organisations. One of the most attractive selling points of the philosophy was that the solving of problems would be largely dependent on officers' creativity and imagination.

It was felt that some existing methods stifled lateral thinking that was essential to Problem Oriented Policing. Equally, it was acknowledged that there was not always a necessity to reinvent the wheel and plagiarism could equally be described as "borrowing with pride".

Suffolk Constabulary's excellent record of developing and utilising partnerships was absolutely fundamental to the scheme although it was noted that a number of the partnerships appeared to function at an unnecessarily high level i.e. there was an over reliance of Senior Officers talking to their counterparts in local authorities rather than the officers involved in solving problems seeking direct contact with somebody externally who may be in a position to assist. The COPS acronym was useful in explaining and promoting the scheme externally and in particular to potential partners who could assist with the various projects. As the scheme developed, more and more partners were recruited which in turn provided officers with more options when seeking to resolve problems.

During the first twelve months of the scheme, 33 separate projects were registered by officers in the Sudbury Sector. Significantly, during the same time period, the overall crime detection rate rose to 42.7% which was one of the highest in the Suffolk Constabulary. In addition, the vast majority of targets set within key objective areas were attained and longer term strategies were instigated that have been reflected in the Crime and Disorder Community Safety Plan recently published for the area.

#### Specific COPS Projects

As indicated earlier, the Sudbury Sector includes the historic market town of Sudbury itself. The town centre area contains 2 night clubs, a number of public houses and fast food outlets. Due to a lack of competition from surrounding areas and the reputation of the night clubs the town centre has become a popular venue for young persons particularly on Friday and Saturday evenings up to 3am. Recent years have seen a steady increase in the numbers of reported related disorder and damage offences which had consequently led to an increased police presence each week between

10pm and 3am to the detriment of other areas and times within the Sector. The problem therefore was not only impacting on the area in terms of reported crime but also had a consequential effect on the local police's ability to respond to other demands.

Thus the problem can be illustrated using the following Problem Analysis Triangle:-

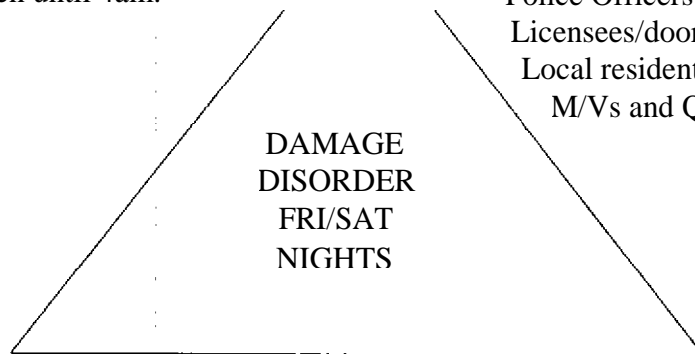
**PROBLEM ANALYSIS TRIANGLE**  
**Sudbury Town Centre**

**LOCATION**

Two nightclubs, numerous public houses.  
Taxi Rank, situated in town centre,  
area covered by inadequate CCTV.  
Hot Food Outlets open until 4am.

**CALLERS/VICTIMS**

Shops/businesses (damage)  
Males aged 17-25 years (Assaults)  
Taxi Drivers (Abuse/Assaults)  
Police Officers (Assaults)  
Licensees/doormen (Assaults)  
Local residents (damage to  
M/Vs and Quality of Life.



**SOURCE OF PROBLEM**

Predominantly male offenders with  
Previous Convictions - Often Alcohol Related.

**Summary of Problem**

During the period 1st April to 30th June 1998, 176 offences of criminal damage were reported.

There were 48 recorded incidents of disorder and 63 violent crimes recorded. The detection rate for violent crime at this stage, was 66%. Additionally, a noticeable culture had developed amongst local officers whereby arrests were viewed as being a last resort on Friday and Saturday evenings due to the perceived exacerbation of the problem by abstracting further officers to

custody areas to deal with prisoners. However, in order to sustain this level of police coverage, it was necessary to attribute some 60% of the Sector's devolved overtime budget directly into pre-planned public order duties.

### The Solution

It was immediately recognised that there was the opportunity to develop a number of long and short term strategies in order to effectively address this problem. There was a noticeable lack of communication between Licensees and police in the area which was addressed by setting up a PUBWATCH Scheme. It is fair to say that the initial reaction from local Licensees towards the scheme was poor although 30% of licensed premises in the area agreed to participate. Whilst the police played a major role in assisting the set up of the scheme, it was felt that the Licensees themselves needed to be the drivers behind it. An important concept at the heart of the scheme was the undertaking that should an individual be banned from one premises, they were in turn, banned from each of the premises that belong to the scheme. Additionally, each licensed premises that participated in the scheme was granted access to an automatic telephone network free of charge. (The COMNET system had already been effectively in place for Neighbourhood Watch Schemes for some time within the area.) The COMNET Scheme allows messages to be passed to every member by either the police or individual members themselves within a very short period of time. The scheme is funded by the Suffolk Constabulary and no financial contribution is sought from scheme members.

Recognising the potential impact of the "banned from one banned from all" policy, local police then actively targeted the 70% of licensed premises that had elected not to join the scheme. In the vast majority of incidences it was found that apathy rather than any strongly held opinion, was

the main reason for non participation. In these cases, the scheme was positively sold by attending Police Officers which, together with resultant peer pressure, led to every licensed premises (both on and off licence) eventually joining the scheme. The obvious implication became that any person banned from one premises, was effectively barred from consuming alcohol publicly anywhere in the Sudbury Sector area. Public display of the names of those persons banned, received considerable local media attention and added to the perception that the local community were uniting against individuals who consistently displayed anti social behaviour. A by product of the scheme was that police and Licensees were quickly alerted via the COMNET system of potential disorder as well as actual incidents.

Effective liaison with the local authority also had a significant impact on the problem. It was noted that the main taxi rank within the town centre was sited some distance away from both nightclubs which necessitated often intoxicated persons having to walk past numerous vulnerable premises and vehicles in order to wait for a taxi. The problem was exacerbated by the obvious lack of taxis working in the early hours due to the adverse experiences of some drivers. The police therefore hosted a meeting of all the taxi firms operating in the Sudbury area. Taxi Drivers were reassured that Police Officers would respond positively to any request for assistance and they in turn agreed to provide more taxis during the critical hours. The local authority who were also represented at the meeting for their part, agreed to provide temporary taxi ranks closer to the nightclubs and away from vulnerable premises. The physical removal- of offenders and potential victims from a volatile area was seen as a major contributory factor in the decrease of disorder incidents. The meeting with the taxi companies in fact led to the formation of a CABWATCH Scheme which was able to link into the PUBWATCH Scheme. In practical terms, Licensees agreed that should an intoxicated person cause difficulties to a taxi firm, there could be sufficient



criteria in place for them to be banned from licensed premises in the locality,

The local authority also assisted by enhancing street lighting in certain areas covered by the CCTV system which had previously provided poor coverage of some commercial and residential areas.

Where street lighting could not be upgraded the local Crime Prevention Panel undertook to contact retailers within the area with a request for them to leave front facing lights on during the hours of darkness. Not only did this enhance the effectiveness of the CCTV system but there was a noticeable feel good factor expressed by local residents walking along illuminated streets that had previously been cloaked in virtual darkness.

Local sponsorship provided by the Town Council and other groups enabled the Police to purchase and install a monitoring device within the Police Station that was directly linked to the CCTV Control Room which was situated some 25 miles away. This allowed local officers to effectively take control of the system at the material times and use it pro-actively to identify suspects and offenders, especially in relation to public disorder.

The assistance of the local authority was also sought concerning restrictions on the opening times of hot food outlets within the town centre area. It was commonly accepted that once the nightclubs have closed, the hot food outlets remained the main incentive for persons to remain within the town centre area.

In the short term, police resources on Friday and Saturday nights were increased and officers were encouraged to patrol on foot in the affected areas thereby maintaining a visible presence. A positive enforcement campaign was actively encouraged leading to a dramatic increase in the number of public order type arrests and convictions.

It should be emphasised that a number of these strategies are on-going and are being complemented by further proposed strategies that include the provision of a bus by one of the nightclubs to convey customers away from the town centre area at the end of the evening and a doorman registration scheme that requires staff operating at the entrances to the nightclubs and pubs to attend police run training sessions. Evaluation after a 12 month period indicated that criminal damage in the area had dropped by 43%, incidents of disorder were reduced by 30% and violent crime had also decreased with a detection rate of 92.3%. PUBWATCH continues to boast 100% membership and to assist Licensees further, a policy has now been developed whereby the Sector Commander can under certain circumstances, release photographs of persistent offenders to them.

#### COPS Project - Example 2

Great Cornard is situated a few miles to the East of Sudbury and acts predominantly as a residential dormitory for the town. The vast majority of homes within Great Comard are owned by the local authority and the Shawlands Estate is a typical example of a housing estate constructed in the 1970's. There are many on-going projects in relation to Great Cornard and the area is currently subject of a massive regeneration programme designed to enhance the quality of life of its residents, For illustration purposes in terms of this paper however, one project has been singled out to illustrate a fundamental application of Problem Oriented Policing. The project centred on feuding neighbours who lived in the heart of the Shawlands Estate.

Neighbour Disputes - Great CornardFEATURES OF LOCATION

- Council Housing Estate
- Bad reputation
- Obvious history of damage
- High turnover of residents

FEATURES OF VICTIM/CALLER

- Repeat Victimization
- High percentage of absent partners
- High numbers of children
- Low Area Esteem

NUMEROUS  
POLICE ATTENDANCE  
TO FEUDING NEIGHBOURS

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SOURCE OF PROBLEM

- Police attendance considered the 'norm.' - but not afraid of consequences.
- Anti-Social Behaviour.

The Solution

Research of the Suffolk Constabulary Command and Control system indicated that between the 1st January 1998 and the 17th June 1998, police had attended a dispute between two families on 13 occasions. Further historical evidence indicated that the dispute had began some two years earlier upon the arrival of one of the families. Whilst allegations were frequently levelled by both parties against their respective neighbour of criminal damage and anti social behaviour, attending Police Officers often were frustrated by a lack of direct evidence that prevented them from taking positive action in terms of arrests. Additionally, as different officers attended the disputes, there was an obvious lack of understanding concerning the history and depth of feeling involved.

Analysis of the incident logs showed that whilst Police Officers spent a considerable time at the

location, there was little in the way of follow up action. The neighbours involved consequently became somewhat unaffected by the advice of attending Police Officers and there were signs that the dispute was escalating in terms of severity of damage and frequency of calls to the area. Surprisingly, it emerged that the local authority had little by way of recorded evidence that there was such an on-going vociferous dispute at the heart of this estate. Equally, attending Police Officers were unaware of the possible sanctions of tenancy agreements held by the local authority. Consequently, a meeting was held with a representative of the local authority, and a Neighbour Mediation Service was introduced. At the same time, the local authority undertook to repair any damage in the area as a matter of high priority in order that local residents would not develop the "broken windows" syndrome. The Suffolk Constabulary Command and Control system was adapted in order that attending Police Officers could have immediate access to a chronological sequence of events involving the neighbours and therefore, be in a better position to consider all options, i.e. harassment type offences.

The local authority also agreed to eliminate a number of communal pathways and thereby extended residents' personal property and defensible space. This act alone, dramatically altered the appearance of certain areas and reduced the opportunity for damage to communal areas. It was important that the Community Beat Officer for the area was actively involved in all these projects and co-ordinated the same. He in fact received particular individual praise for eliminating a communal green area that was widely used by youths from a neighbouring estate by suggesting to the local authority that flower beds were strategically placed to deter impromptu football matches that had often led to particular disputes, i.e. footballs continually rebounding off house walls, going into people's property and the associated noise factor that disturbed residents often until late at night.

The current regeneration project has expanded upon many of these ideas and includes the provision of a youth shelter that has been successfully trialed in other parts of the country. In the period 1st January 1999 to 1st June 1999 there have been no cause for police attendance to this locality.

### LESSONS LEARNED AND THE WAY FORWARD

Problem Oriented Policing was enthusiastically embraced by Sudbury Sector staff who quickly saw the obvious and tangible results of their efforts. Undoubtedly, a great deal of satisfaction can be derived from the problem solving process after an individual or team has been encouraged to take ownership of a problem. In hindsight, such was the enthusiasm for the COPS Initiative, some police managers within the Sector clearly believed that the philosophy would be self driven. This proved not to be the case and there was a tendency to "revert to type" by officers when their line supervisors were distracted in other areas. The role of Supervisors and line managers is fundamental to the success of the philosophy, it must be continually supported, reinforced and prioritised, Information Technology recently introduced into the Suffolk Constabulary will certainly assist the process as there is now a capability for rank and file officers to quickly identify cluster sites of incidents and associated problems. The advent of the Crime and Disorder Act is also a natural supporter of Problem Oriented Policing and it is anticipated that as part of an on-going COPS project, the Sudbury Sector will be the first in Suffolk to make application for an anti-social behaviour order against a problematic individual. This has undoubtedly arisen because of the already close links between Sector staff and the local authority.

### PROTECTCONTACTPERSON

Inspector Stuart Sedgwick  
Sector Commander, Sudbury  
Police Station, Acton Lane, Sudbury, Suffolk. CO 10 1 QN.  
Tele. No, 01284 774301 - Fax No. 01787 378113.

**INDEX TO SUPPORTING DOCUMENTATION**

- No.1 Training Package issued to Officers at Sudbury Police Station.
- No.2 COPS poster.
- No.3 Sudbury Town Centre Map.
- No.4 Newspaper clippings from East Anglian Daily Times and Suffolk Free Press.

(TRAINING NOTES)  
**SUDBURY COPS**  
**(COMMUNITY ORIENTED PROBLEM SOLVING)**

INTRODUCTION

As a result of consistent good work, all detection targets were met in the Sudbury Sector last year (1997/98). This was a tremendous achievement for which each staff member can take credit. In relation to crime reduction, there were also notable successes i.e. burglary dwellings. However, our "bulk " crime - criminal damage, vehicle crime and violence, all exceeded their targets in terms of containment.

So what can we do to make a real impact on crime reduction whilst sustaining/improving our performance in terms of detection?

The 1998/99 Suffolk Policing Plan sets us some very challenging targets. To achieve these targets and to make a real difference, I want us to change the way we do business. The COPS philosophy will work and the time is ripe for us to introduce it.

*"The Crime and Disorder Bill (published on the 2nd December 1997) carries at its heart a very clear message. Whilst it is well established that the Police Service must play a leading role in reducing and detecting crime, it will never be truly successful if it only acts alone. The general public including the private sector and the various agencies (both statutory and voluntary), who, like the police, are there to serve them, also have a vital part to play".*

D.J.Odowd H.M.Inspector of Constabulary

The idea behind problem orientated policing is simple - policing should be about examining patterns of incidents in a community and solving the underlying problems rather than reacting to the symptoms of those problems.

I have been impressed with your enthusiasm when we have discussed COPS on a one to one basis. I cannot emphasise enough that we will only realise the benefits of the philosophy if we all become practitioners of it.

Problem solving will provide you with a great deal of personal and professional satisfaction. This is not to be regarded as a Sector Objective, flavour of the week or even flavour of the month. This is the way we will conduct our business. WE WILL MAKE A DIFFERENCE.

HOW IT WILL WORK IN THE SUDBURY SECTOR

Full use will be made of the four stage process of problem oriented policing as follows:-

(1) Scanning

Spotting problems using knowledge, basic data or crime pattern analysis.

(2) Analysis

Digging deeper into the problems, characteristics and causes.

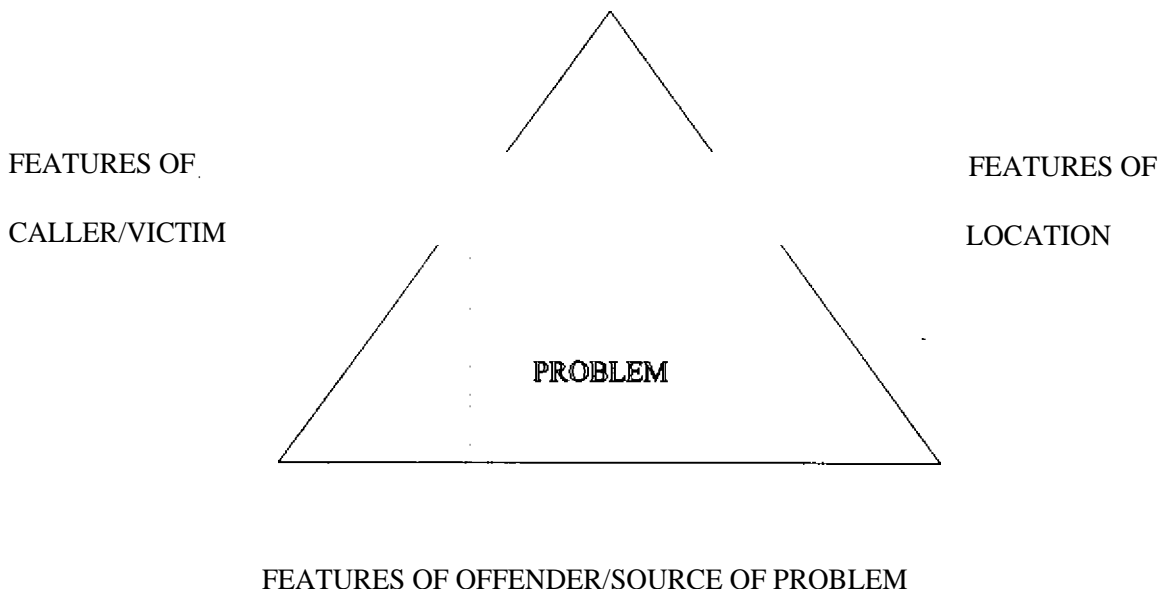
(3) Response

Devising a solution which could involve working with the community or other agencies.

(4) Assessment

Looking back to see if the solution worked and what lessons could be learned.

Furthermore, the Problem Analysis Triangle looking at the features of the location, the caller and victim and the source of the problem is also an important model to use.



I am confident from our discussions that this model will be of use to you as a start point for problem solving.



Individual officers and/or Sections should be encouraged to identify their own problems paying particular reference to the key objective areas within the Suffolk Policing Plan. Often problems will come to light where an officer leaving an incident asks themselves the question, "Am I likely to be called here again? ". If the answer is yes, then the problem has not been solved. Resolution may require further visits or multi agency involvement. When handling incidents, police officers usually deal with the most obvious, the superficial manifestation of a deep problem - not the problem itself. We may stop a fight but not become involved in the factors that contribute toward it.

As we have discussed, it is vitally important to identify the problem in the first instance. A problem can be described as:-

- **a cluster of similar related or recurring incidents rather than a single isolated incident**
- **a substantiative** community concern
- a concern raised by the police.

Problems may revolve around places, times persons, patterns of behaviour or any combination of these. They may also be identified by officers' local knowledge, letters of complaint, consultation with the community as well as feedback from business and other organisations. The solving of problems will be largely dependent on your creativity and imagination. Learn from others and "borrow with pride". The list of ideas to throw at a problem is endless but as we discussed, you may wish to consider, for instance, the following:-

**co-operation with a local authority regarding lighting, lock systems, fencing and landscaping**  
**repair or replacement of damaged or defaced property**  
**enforcement of tenancy agreements in relation to occupancy, use and condition of premises**  
**liaison with local neighbourhood groups or communities to ensure that they are aware of the services available to them and the measures they can take to prevent crime**  
**working with schools in the area with regard to truancy**

- **working with the leisure and amenities to upgrade or provide recreational facilities**
- **discussion with any small businesses in the area regarding support that can be provided**
- **working along side voluntary agencies, agencies for the elderly to deal with any fears that may exist within their section of the community**
- **liaison with Social Services, education, health, probation, Crown Prosecution Service and the courts.**

I am keen to recruit as many partners as we can. If someone helps you with a problem, sign them up to the scheme, they can help all of us.

We will have a display area within the Station that provides information concerning on-going problems. To ensure there is no duplication of effort, the information will be divided into sections so that each of us knows who is addressing what problem. Additionally, current "Sector " problems will be displayed in order that staff can actively contribute to the solving of larger areas of concern.

Officers will use the attached PAT pro forma as a front sheet to each problem and attach any other relevant papers to it. There will be a requirement to re-visit these problems in order to evaluate the action being taken to address them. This will be done with the co-operation of Corporate Development in order that an effective evaluation can take place. Copies of all front sheets will be supplied to myself in order that I can keep an overview of the problem solving process, . (Specific instructions will follow regarding this).

Each team Sergeant will be responsible for keeping a folder concerning the problem solving approach and in particular, a list of our partners which will be in the following format:-

<u>NAME</u>	<u>ORGANISATION</u>	<u>PHONE NO,</u>	<u>AREA OF EXPERTISE</u>
Maggie Reeve	Babergh District Council	01473 825876	Bab.Distr.Council taxis and private hire.

This will be a very fluid document and hopefully, the list of our partners will continue to grow. Admin. will distribute updated partners lists to all folders periodically.

Attached are six real life problems that I have "borrowed with pride" from the Cleveland Constabulary. I have added them to this document to give you a flavour of how well the philosophy is working in another part of the country.

## **PROBLEM**

The local hospital has five car parks that are particularly prone to auto crime. There is a camera overlooking the car park, but it moves very slowly (a 40 second sweep) so that offenders can just wait until it looks the other way.

From the scanning and analysis stages the following information is provided:

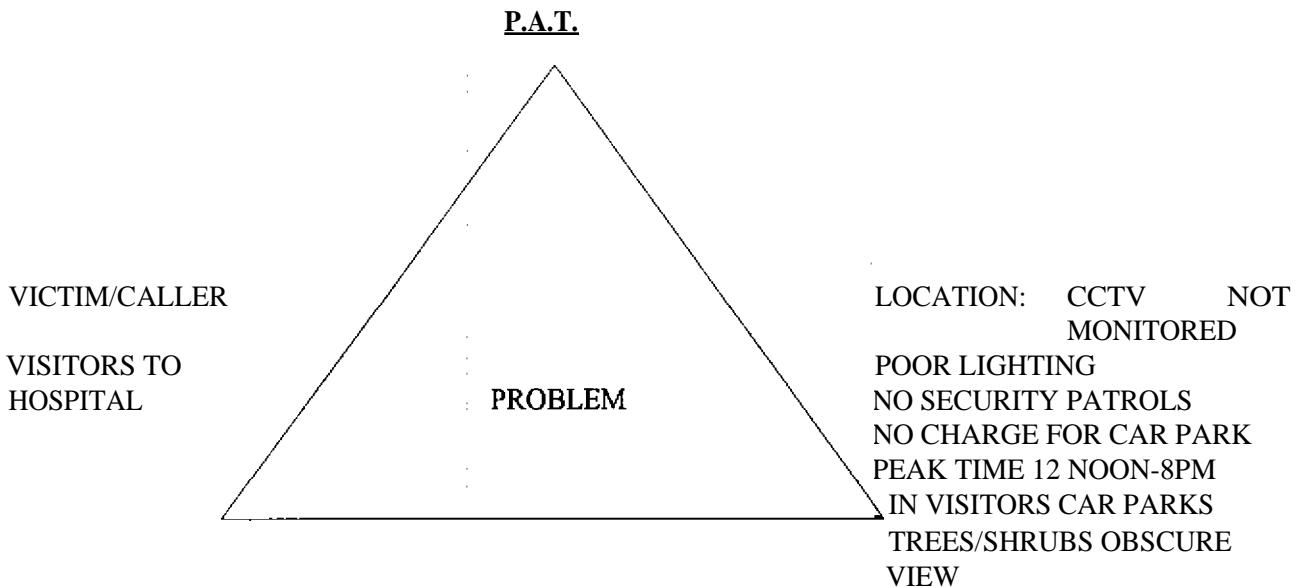
- **Majority of crimes are committed between 12 noon - 8pm in visitor car parks**
- **Offenders are from the nearby housing estate who attend the local school**
- **C.C.T.V. cameras are not monitored**
- **The hospital does not employ security staff to patrol**

The local beat officer already knows that lighting at night is poor and there is no charge for the use of the car parks.

The view from the hospital buildings is obscured by trees and bushes.

**PROBLEM 1**

**POSSIBLE SOLUTIONS**



**OFFENDERS**

**YOUTHS FROM HOUSING ESTATE  
WHO ATTEND LOCAL SCHOOL**

**Persuade hospital to have CCTV monitored**

**Target/arrest offenders**

**Improved lighting**

**Negotiate with hospital to charge for parking so as to fund employment of security patrols**

**Remove trees/shrubs to improve view from hospital buildings**

**Place warning/crime prevention signs at entrance to car park**

**Visit school, seek assistance of Headmaster - particularly if offenders are truants from school at time of offences**

**'Ask staff and nearby residents etc. to report suspicious incidents/people**

**PROBLEM 2**

A local pub situated near a private housing estate is the focus of anti-social behaviour at closing times.

Recently the licensee has placed picnic tables outside the front of the pub encouraging people to drink outside.

Problems arise with noise both from inside and outside of the pub and customers taking glasses and smashing them as they walk home through the estate.

The local Councillor and Residents ' Association have called a meeting with the local beat officer asking for help from the police.

Scanning and analysis reveal numerous calls in the previous two months particularly between 10pm and midnight on Fridays and Saturdays.

**PROBLEM2**

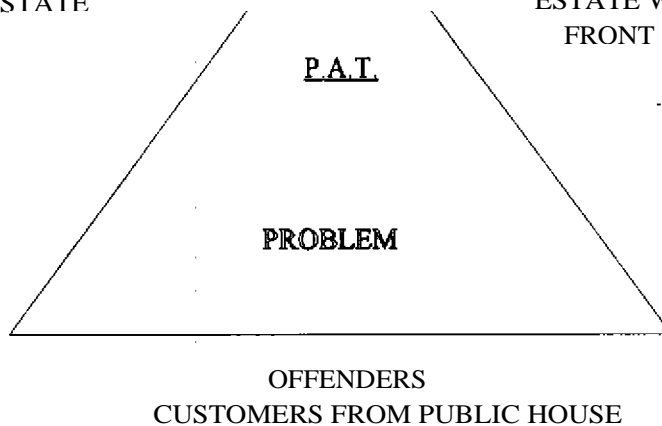
**POSSIBLE SOLUTIONS**

**VICTIM/CALLER**

RESIDENTS FROM  
LOCAL HOUSING ESTATE

**LOCATION**

PUBLIC HOUSE ON EDGE OF HOUSING  
ESTATE WITH PICNIC TABLES AT  
FRONT



- **Negotiate with licensee/brewery to employ doormen**
- **.Ask licensee/brewery to restrict drinking outside to plastic glasses only, use doormen to enforce this**
- **Ask them to provide litter bins for plastic glasses etc.**
- **Use D.L.U. to monitor any new measures**
- **Regular patrols at problem times**
- **Display signs asking customers to leave quietly**
- **'Involve local residents' representative/councillor in negotiations**
- **Would licensee consider removing picnic tables to ensure drinking took place inside.**

### **PROBLEM 3**

The local town centre is a traffic free area exclusively for the use of pedestrians. In recent months there has been a number of minor accidents due to cyclists riding through the centre.

The town centre Manager has approached you to help solve the problem.

From the scanning and analysis stages the following information is provided:-

**There has been 4 accidents in the last 2 months**

**Police have received 10 complaints from the public in 2 months**

**The town centre Manager is able to tell you there are 13 different points of entry into the pedestrian area**

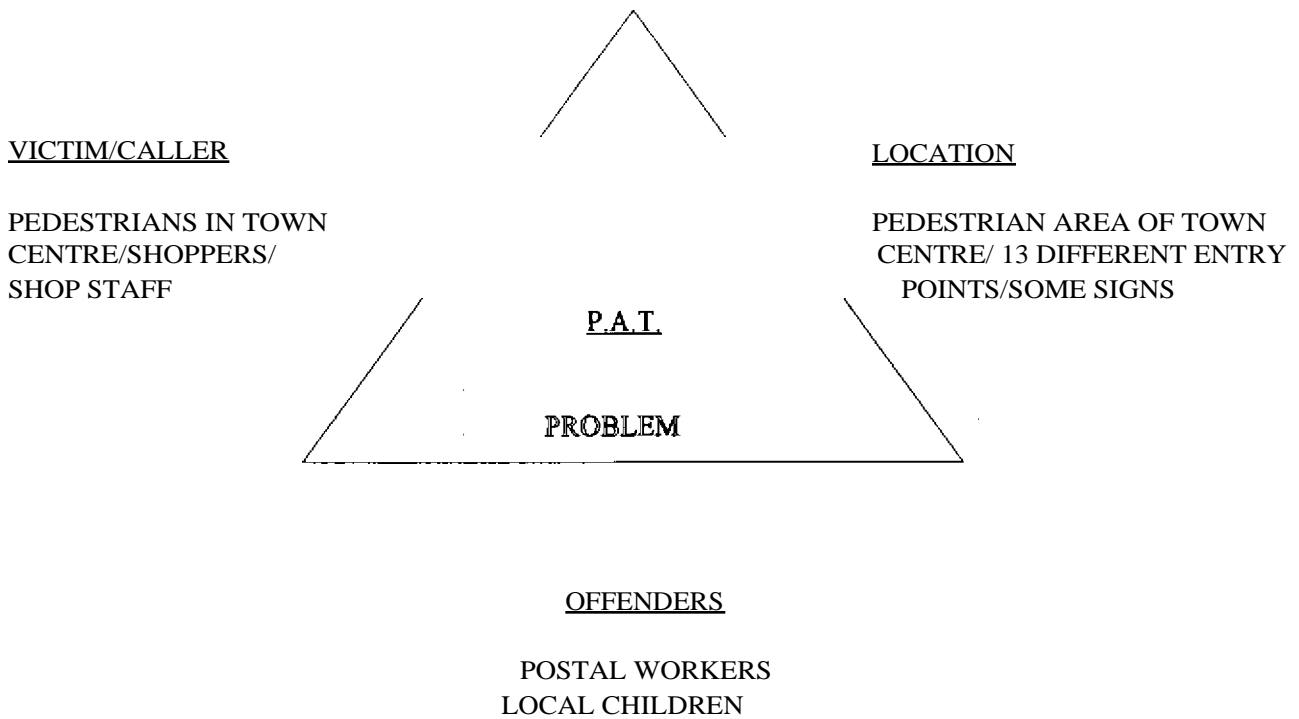
**Not all entrances are covered by signs**

**There is a Post Office sorting office in the centre and postal workers regularly cycle to and from the office via the pedestrian area**

**Local knowledge indicates other culprits are children**

**PROBLEM3**

**POSSIBLE SOLUTIONS**



**Place new signposts at every entrance**

- **Put pavement markings at every entrance**
- **Approach Post Office and seek staff's co-operation not to ride through centre**
- **Educate culprits through Cautioning scheme**
- **Press/Media campaign to raise awareness**
- **Liaise with CPS to secure prosecution for persistent offenders**
- **Ask School Liaison Officers to communicate the message through their routine visits**
- **Visible foot patrols to assist in educating offenders**

**PROBLEM 4**

An elderly man repeatedly calls the Police to report crimes and complain of children causing annoyance. Relief Officers regularly attended, finding that the crimes have not taken place and the children are not causing any trouble.

From the scanning and analysis stages the following information is provided:

**There have been 20 calls in the past three months to the address**

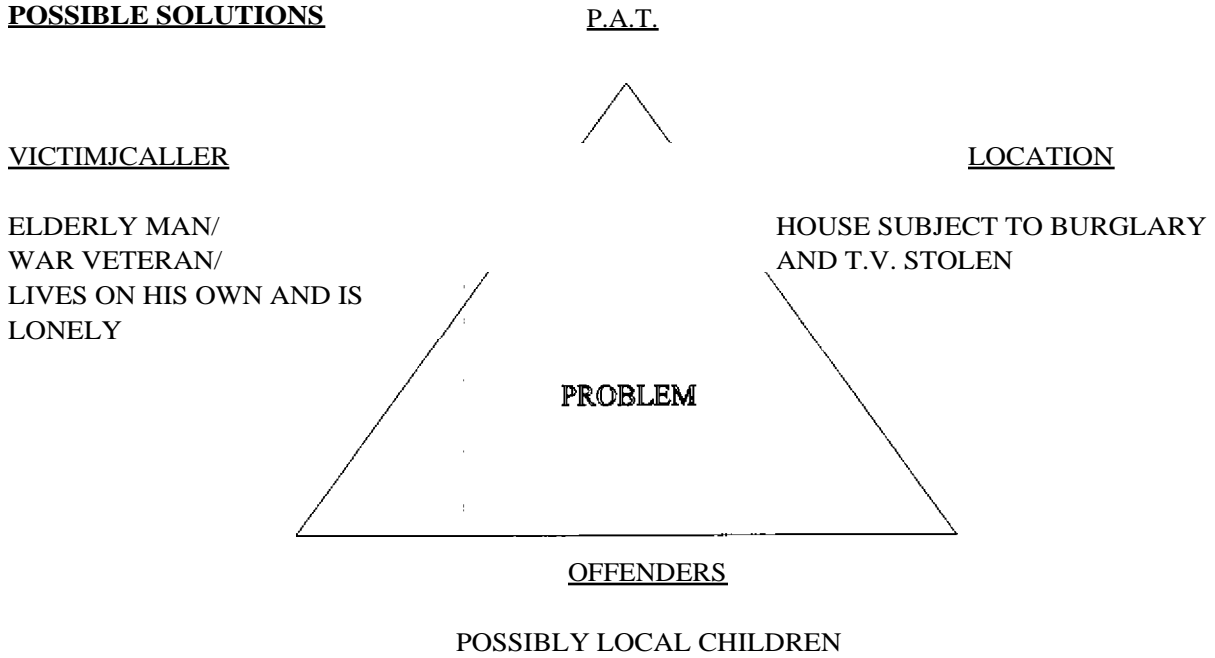
- **The first of these calls was the report of a genuine burglary when the man's T.V. was stolen**

ON visiting the old man the Local Beat Officer finds that the man is lonely, has not been able to replace his T.V. and he is a War Veteran.



**PROBLEM4**

**POSSIBLE SOLUTIONS**



**Contact Social Services - seek assistance**

**Approach Age concern - seek assistance**

**Approach British Legion**

**Approach any charities who may assist to replace T.V.**

**Crime prevention advice to deter future burglary**

The solution to this problem in Leicester was to approach the British Legion, who awarded a grant to the man and thereby replaced his T.V. Age Concern agreed to maintain contact with him. The calls have since stopped and this case highlights agencies which can be approached other than Social Services.

**PROBLEM 5**

A local stretch of road is subject to a 7.5 tonne weight restriction over a 4 1/2 mile length. Drivers of HGV's are ignoring the restriction stating they have to go to two weighbridges which lie within the 4 1/2 mile limit. A councillor has approached you to help solve the problem as residents of a local community are concerned about the safety of children, etc. and also the noise.

From scanning and analysis the following information is forthcoming:

- **There have been numerous letters of complaint on this matter**
  
- **The relevant section of the restriction applies to a 1 1/2 mile stretch of road around which the houses, etc. are built**
  
- **The weighbridges are outside this 1 1/2 mile stretch but inside the 4 1/2 mile restriction area**
  
- **Other routes could be taken, still avoiding the 1 1/2 mile stretch which passes through the built up area**
  
- **A number of Fixed Penalty Tickets have been issued to offending drivers**

PROBLEM5POSSIBLESOLUTIONSP.A.T.VICTIM/CALLERS

LOCAL RESIDENTS

LOCATION

4% MILE STRETCH OF ROAD SUBJECT TO 7,5 TONNE RESTRICTION

1/2 MILE STRETCH CATERS FOR THE BUILT UP AREA

PROBLEM

OFFENDER

HGV DRIVERS

WEIGHBRIDGES  
INSIDE 4% MILE  
RESTRICTION, BUT  
OUTSIDE 1% MILE  
SECTION OTHER  
ROUTES AVAILABLE

Speak to Transport Managers from local firms to seek **co-operation/educate** drivers

- Consult with local **Road Haulage Association to give assistance**
- **Approach Road Safety Committee** to explore the **possibility** of reducing the restriction to the 1% stretch **surrounding** the built up area
- Re-route the drivers to enable them to use the weighbridge, **but** not enter the relevant 1% mile stretch
- **Liase with Borough Engineers regarding re-routing and new signs, etc.**
- **Consult** with **both** the **Police** and **Local Authority Legal** Departments to ensure all legal aspects are catered for
- Present case to Officer Traffic **Committee with regard to any proposals**

**PROBLEM6**

On your beat there is a Nursery and old people's bungalows in close proximity. The Nursery never seems to experience problems, but the homes are often burgled. A major footpath crosses the small estate of homes which leads down to a nearby council estate with a bad reputation. The path is vital for the elderly people who use it to go shopping and visit the Community Centre. The path crosses a patch of land that might loosely be described as a 'park'. There are swings and a slide, but everything looks rather run-down and uninviting.

From scanning and analysis the following information is forthcoming:

**Offenders are young and use the path as easy access to and from the Estate**

**The old people often get burgled after forgetting to lock their doors correctly**

**The old people fail to check bogus officials' credentials**

**Visibility on the path is poor, with no lighting with banks of earth on either side**

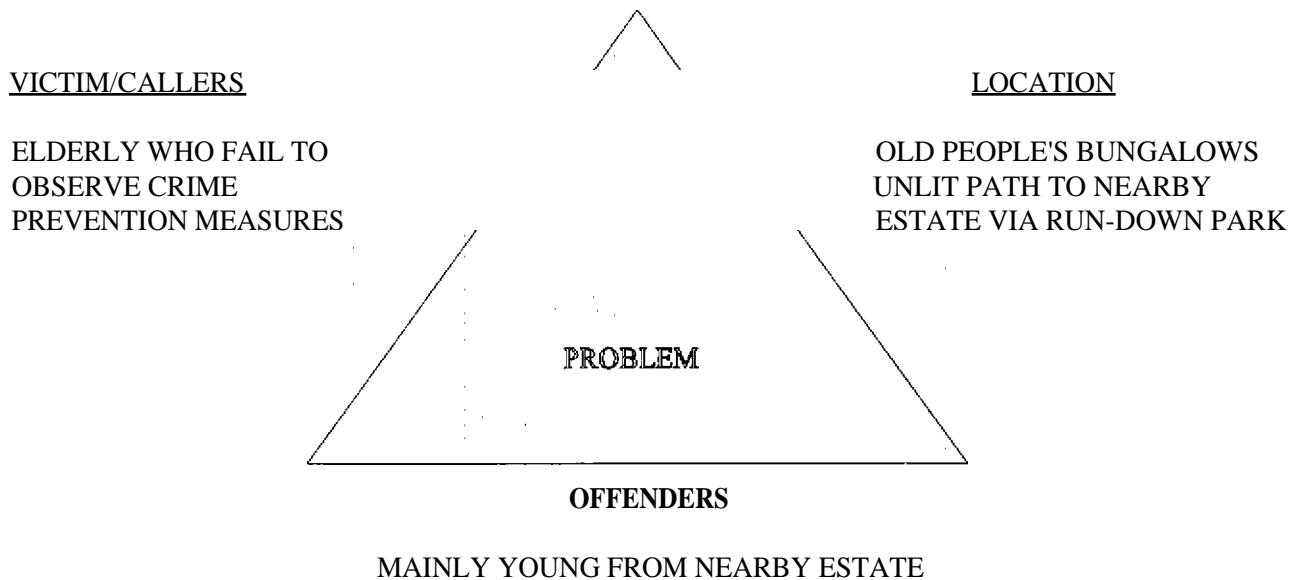
**A number of the victims are subject to repeats**

**A nearby hospital has CCTV on its roof**

**PROBLEM 6**

**POSSIBLE SOLUTIONS**

**P.A.T.**



- **Contact Local Council, arrange for pathways to have lighting**
- **Try and arrange to make pathways more visible by removing banking**
- **Attempt to obtain assistance from hospital to see if CCTV could be adjusted to include the footpath**
- **Target/arrest offenders**
- **Residents could help Police pressure local services to improve park (on grounds of "broken window" syndrome, i.e. run-down area attracts crime and vandalism and becomes more run down, etc.)**
- **Implement Force repeat victimisation strategy**
- **Encourage old people to have property post coded/marked, etc.**
- **Ask local voluntary groups/residents to visit old people to reinforce crime prevention advice, e.g. keeping doors locked, not allowing strangers easy entry**
- **Can we obtain additional security/alarms, etc. for the old people's homes**

**As I have stressed throughout, this will only work if there is a consistency of approach, you should all know what I mean by the term "ZERO TOLERANCE" now, believe in the philosophy and enjoy the challenge of problem solving.**

**WE WILL GO LIVE ON THE 1ST MAY 1998.**

**Inspector S.M.SEDGWICK  
Sector Commander - Sudbury**