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**CLEVELAND  
POLICE**

**NOMINATION FOR  
THE TILLEY AWARD  
1999**

**MIDDLESBROUGH POLICE  
DISTRICT**

**OPERATION QUARRY**

A partnership initiative aimed at reducing the level of drug related criminality in the Grove Hill area of Middlesbrough.

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# OPERATION QUARRY

## ABSTRACT

Over recent years Middlesbrough has suffered an increase in the misuse of controlled drugs. In particular Class 'A' drugs such as heroin, cocaine and 'crack' cocaine have become readily available. It is believed this is linked to a significant increase in certain categories of crime such as robbery. Increases in offences of anti social behaviour - obstruction, disorder and the growth in prostitution involving young drug dependent girls — indicated the same. In addition there has been a noticeable increase in the numbers of prisoners requiring medical attention at the time of their arrest tending to confirm the connection between the misuse of drugs and crime.

Such activity in certain estates has directly impacted on residents' quality of life. Houses have been vacated and not re-occupied leading to an escalation of the problem. An example of such an estate is Grove Hill that in spite of substantial investment in recent years show significant signs of deterioration in infrastructure and social fabric.

Operation Quarry is a targeted multi-agency partnership initiative aimed at tackling drug dealing and drug related criminality within Grove Hill and other estates in Middlesbrough. It involves: -

- Systematic intelligence led enforcement utilising local officers and those from the Force Crime Operations Department
- Rigorous application of Local Authority eviction policies against unruly tenants and in appropriate cases, the demolition of 'void' properties
- ◆ Environmental and infrastructure improvements by the Local Authority
- The use, if required, of Anti Social Behaviour Orders
- The introduction of new fast track arrangements for drug offences with the Forensic Science Service, the Courts and the Crown Prosecution Service
- The development of support networks within the Community to improve local confidence.

The S.A.R.A model was used to address the problem. The response was to initiate a multi-agency approach to capitalise on the removal of drug dealer networks that were gripping the estate. Without action, further planned investment would likely fail and the drug activity within the estate would continue to impact on the quality of life of residents and make disproportionate demands on multi-agency service provision in the area.

This initiative has forged new links between provider and criminal justice agencies. A large number of dealers have been arrested and early indications are crime in the area has reduced and there is visible improvement in quality of life and estate infrastructure. The lessons learned from this initiative will now be implemented District wide.

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## INTRODUCTION

Over recent years Middlesbrough has suffered an increase in the misuse of controlled drugs. In particular Class `A' drugs such as heroin, cocaine and `crack' cocaine have become readily available. It is believed this is linked to a significant increase in certain categories of acquisitional crime such as robbery and theft from the person. Increases in offences of anti social behaviour - obstruction, disorder and the growth in prostitution involving young drug dependent girls – indicated the same. In addition there has been a noticeable increase in the number of prisoners requiring medical attention at the time of their arrest tending to confirm the connection between the misuse of drugs and crime.

Such activity in certain estates has directly impacted on residents' quality of life. Houses have been vacated and not re-occupied leading to an escalation of the problem. An example of such an estate is Grove Hill that in spite of substantial investment in recent years show significant signs of deterioration in infrastructure and social fabric.

It was apparent to several agencies, most noticeably the Police and Local Authority, that a failure to act would lead to spiralling decay in the social and fabric infrastructure of the estate. Tension indicators showed that there was increased likelihood of a summer of discontent in 1999 unless agencies acted together to tackle the issue of drug criminality on the estate. There was public support for a pro-active approach to combating the problem and in February 1999 the progress of determining the extent of the problem and the likely multi-agency response began.

For many years such problems had been tackled by single agencies working in isolation. This report using the SARA model of Scanning, Analysis, Response and Assessment will detail how agencies in Middlesbrough in early 1999 came together to jointly tackle the issue.

# SCANNING

## Introduction

During the scanning process information was obtained from a number of sources amongst them were;

- ◆ Information flow and consultation with partner agencies
- ◆ Police generated data
- ◆ Survey Information
- ◆ One to one meetings
- ◆ Personal Observations
- ◆ Community consultation
- ◆ Outreach services
- ◆ Barnados SECOS (Sexual Exploitation of Children on the Streets) project
- ◆ Residents Groups
- ◆ Social Services
- ◆ Local Authority
- ◆ Council housing / Housing Association / Landlords
- ◆ Environmental Health
- ◆ Drugs Digest
- ◆ Middlesbrough Crime and Disorder Audit

Data was also obtained in relation to the number of arrests of persons dealing in /using drugs, involved in criminality, numbers of complaints, crimes and incidents relating to Grove Hill area. Relevant data bases such as the Cleveland Police command and Control, Crime intelligence and crimes recording systems were searched. The crime pattern analysts employed within Middlesbrough District played a key role in developing links and highlighting exceptions and trends using all of these data sources.

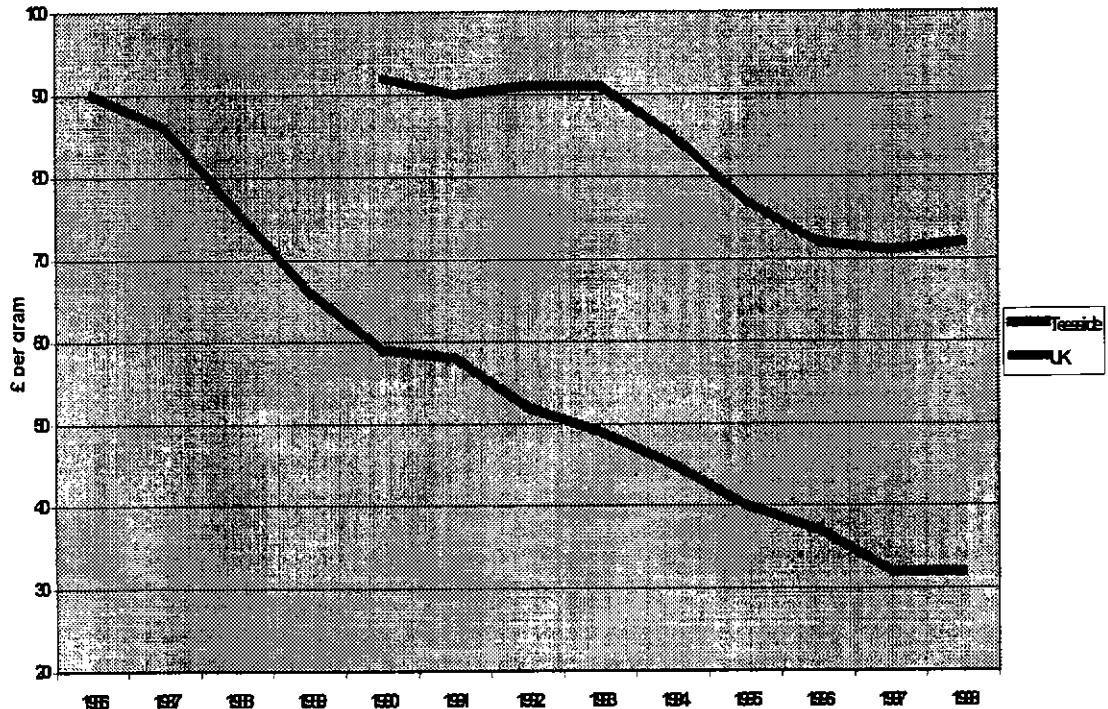
The following information gives a taste of what was available from key sources. It is in way definitive and is only part of the overall picture of the effects illegal drugs are having on.

## Crime and Disorder Audit

Published in late 1998, under the auspices of the Middlesbrough Crime and Disorder Steering Group it is a detailed analysis of the crime and disorder problems affecting the town. In relation to drug criminality it showed:

- The true cost of illegal drug abuse is unknown
- A Home Office survey identified that there had *been a* significant rise in drug use in the North East of England
- Middlesbrough was identified as a major distribution point for heroin
- Heroin prices lowest in the North East (this is dsplayed graphically below in Chart 1)

**Chart 1 Comparison of Heroin Prices Teesside to UK 1986 -98**



#### **Outreach Worker Survey**

Outreach workers are field operatives whose remit includes looking after the welfare of street-workers (prostitutes). A survey conducted by them showed:

- Links between drug abuse and growth in street prostitution are evident
- 43% of local prostitutes surveyed started because of a need to feed their habit
- 56% remain in prostitution in order to fund their habit
- 70% remain in prostitution to fund their own or another's habit

#### **Drug Action Team (DAT) Survey**

A Task Group covering the Tees Health area their remit is to reduce the costs to society of drug abuse and use. Their data showed:

- 36,000 people within the Teesside area are users of illegal drugs
- Heroin use is increasing amongst the under 25s
- Street price of heroin reducing
- Availability of heroin increasing
- Demand for drug service increased
- Needle exchange use increased

### Social Work Team Case Study

A Social work team study carried out in the Middlesbrough area in 1998 showed :

- Out of 129 clients 29 (22%) are known to use drugs
- Of 25 Child Protection Case Conferences
  - 9 families had serious drug issues to consider
  - 15 children from these families were registered in need of protection
  - The main identified substance was heroin

### Drugs Digest

The drugs digest, a quarterly document, published under the auspices of the DAT showed:

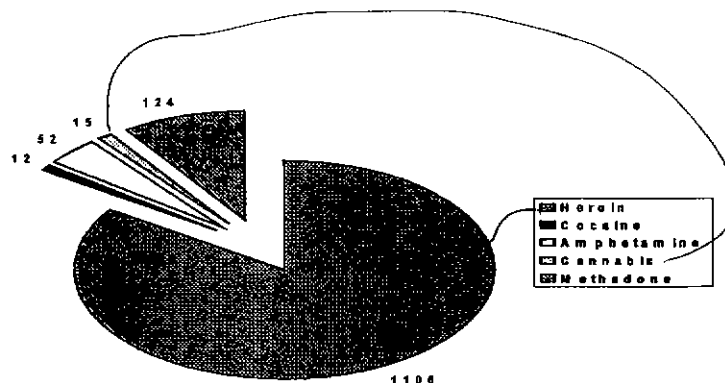
- For needle exchange data Sept 98 – April 99
  - 1319 return clients
  - 266 new clients
- Prostitutes admitting Class 'A' injection doubled in 6 months to Sept 98

### Extent of Drug Abuse

As shown in the Crime and Disorder Audit street prices of heroin were thought to be amongst the lowest in the North East. There was also evidence to show that the demand for and availability of hard drugs in the Grove Hill Estate was known regionally. This attracted people not only looking to buy illegal drugs but to tax and intimidate known drug dealers. There had been a drug related killing in the area in mid 1998 and there was anecdotal evidence of a coach party who had come to the area from Sunderland seeking drugs. These activities increased the tension between criminal networks.

Evidence from Tees Health Authority indicated a significant increase in Heroin abuse within the locality. The Pie chart – chart 2 highlights the problem.

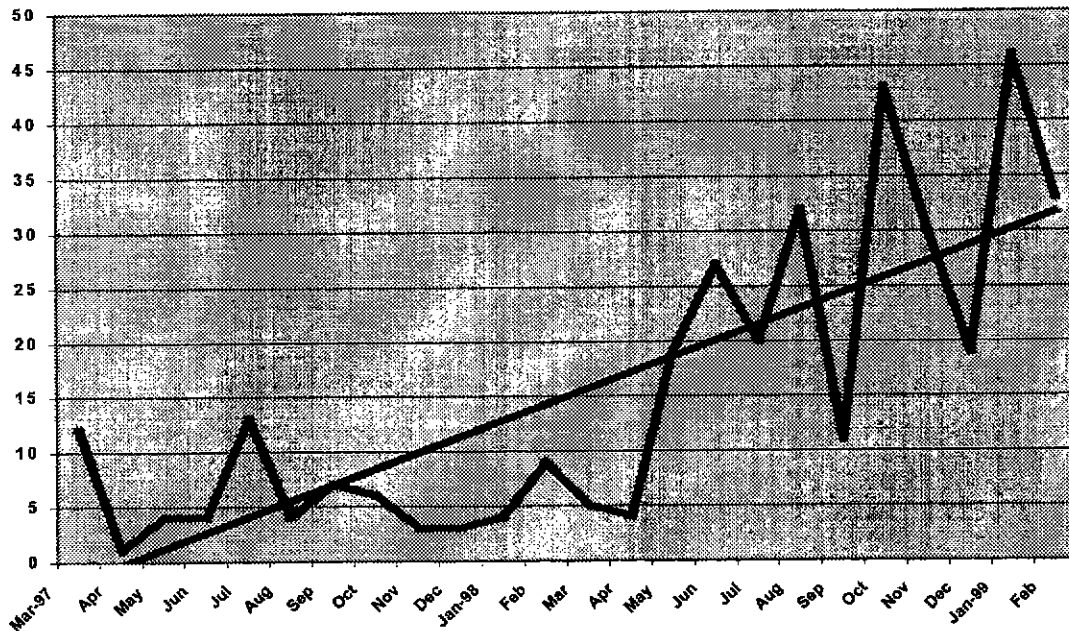
**Chart 2 - Drug usage from Health Authority Data - 1998**



**Arrest for Class 'A' Drugs**

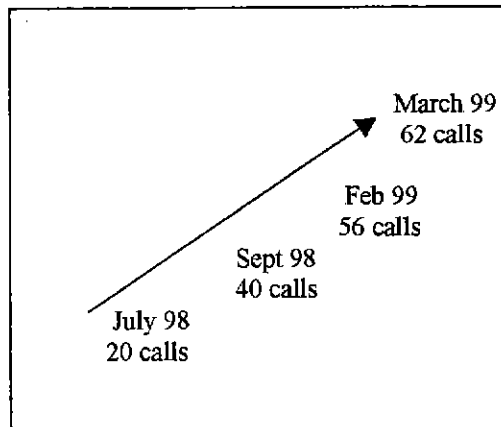
The number of arrests for the use of or supplying Class 'A' drugs is shown in chart 3. There is significant increase in the number of arrests in June 1998 with an significant increasing trend after this. June 1998 was the implementation date for the Middlesbrough District dedicated drugs unit of five officers.

**Chart 3 - Arrests for Class 'A' Drugs Offences April 1997 – February 1999**



These arrests had a direct impact in the rise in drug related Police Surgeon callouts as highlighted below in figure 1.

**Figure 1 – Police Surgeon Drug Related Call-outs July 1998 – March 1999**





## **RESPONSE**

- Multi' Agency Steering Group led by the police and local authority to ensure any gains made capitalised on
- Operation Quarry put into place to \*\* on operational priority

### **Operational Priority**

- Target criminals involved in the unlawful street level supply and District level inter dealer supply of controlled drugs with emphasis on those who supply Class `A' Drugs such as Heroin, Cocaine and Crack Cocaine

### **Key Roles and Responsibility**

- Dedicated Intelligence Co-ordinator
- Test Purchase Co-ordinator
- Financial Investigator
- Local Authority Liaison Officer
- 2 Enquiry Teams
- Media management policy

The initiative was structured with a Management Team and advisor to ensure activity was maximised against the main street level dealers and focused towards the operation's priorities.

Tactics for individual deployments were agreed from a menu of 14 initiatives designed to impact on criminal networks , dependent on the quality of the target or intelligence/evidence available.

Each key member of the team was provided with clear objectives within the operation. Examples of the role and responsibility of the Dedicated Intelligence Co-ordinator follows:-

### **Dedicated Intelligence Co-ordinator**

#### **Role and Responsibility**

- Together with team leader and the District Intelligence Unit will nominate core targets for the priority community council area
- Work together with the crime analysts to place core targets into criminal families
- Establish linkages between areas and core targets
- Intelligence question drug dependent prisoners who are detained at MI Custody Office
- Assist in the development of incoming intelligence together with LIO staff
- Co-ordinate the recruiting and tasking of informants after liaison with the Informant Controller
- Liaise with C1D/Uniform/CPT/Local Authority Liaison Officer to encourage the supply of intelligence, to help place the core targets into criminal families and to arrange multi-agency action
- Update notice board in crew room

Specified roles and responsibilities allocated within the enquiry team.

### **Negotiated Fast-tracking Protocols**

Three new protocols were negotiated to improve performance.

- Transportation to laboratory of seized exhibits
- Forensic examination timescales
- Suspect process

### **Fasttracking Process – Forensic Examination**

<u>Examination</u>	<u>Timescale</u>
Identification/weight	2 days
Comparison work	28 days
Fingerprints from Lab to HQ	1 day
Fingerprints – exam/photo	7 days
Fingerprint – exam/comparison	2 days

### **Fast-tracking Process – Suspect Process**

- All Op Quarry cases dealt with by Fasttrack Court sitting on Thursday each week
- Where 47/3 bail is required the bail date will be the earliest Wednesday having due regard to forensic timetables
- Persons charged with supply offence – application for remand
- Other than remands all files must be completed to fasttrack standards
- Briefing to CPS and Magistrates on the effects of drug activity within the community

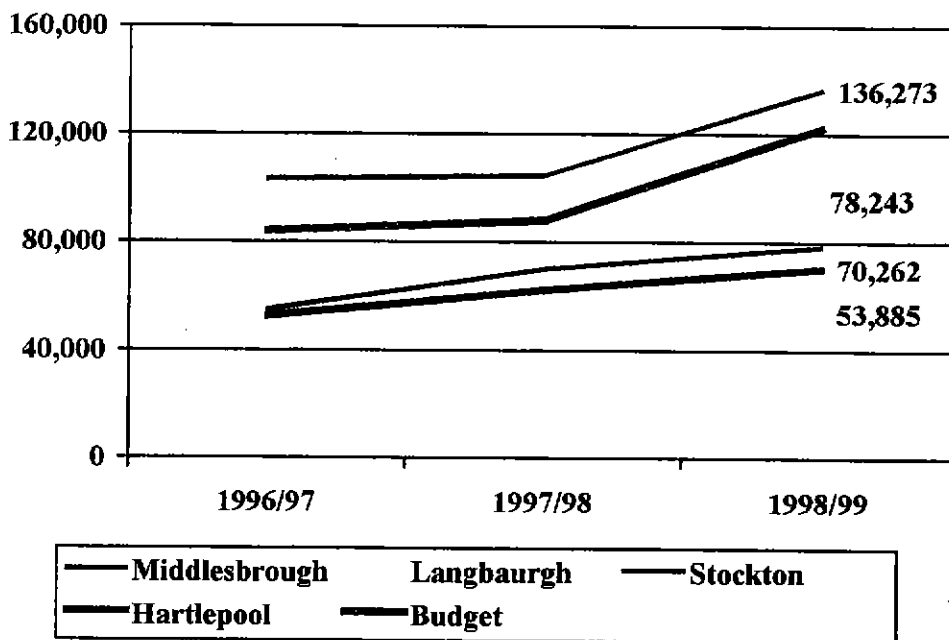
The above protocol streamlined the process of suspects management and drug examination.

Improved processes often result in additional costs. Agreement was reached with the local authority to utilise any improvement in re-occupancy rates through improved tenancy and property rentals to joint fund additional costs caused by Fasttracking agreements.

Operation Quarry introduced a drug court process where all Operation Quarry drug cases were held.

Other impact areas include the increased monitoring requirement of drug dependent prisoners and associated medical costs. The medical costs per District per detainee were higher in Middlesbrough than other Police Districts within the Force area (see Chart4)

**Chart 4 – Medical Costs per Prisoner Force Wide 1996/97 – 1998/99**



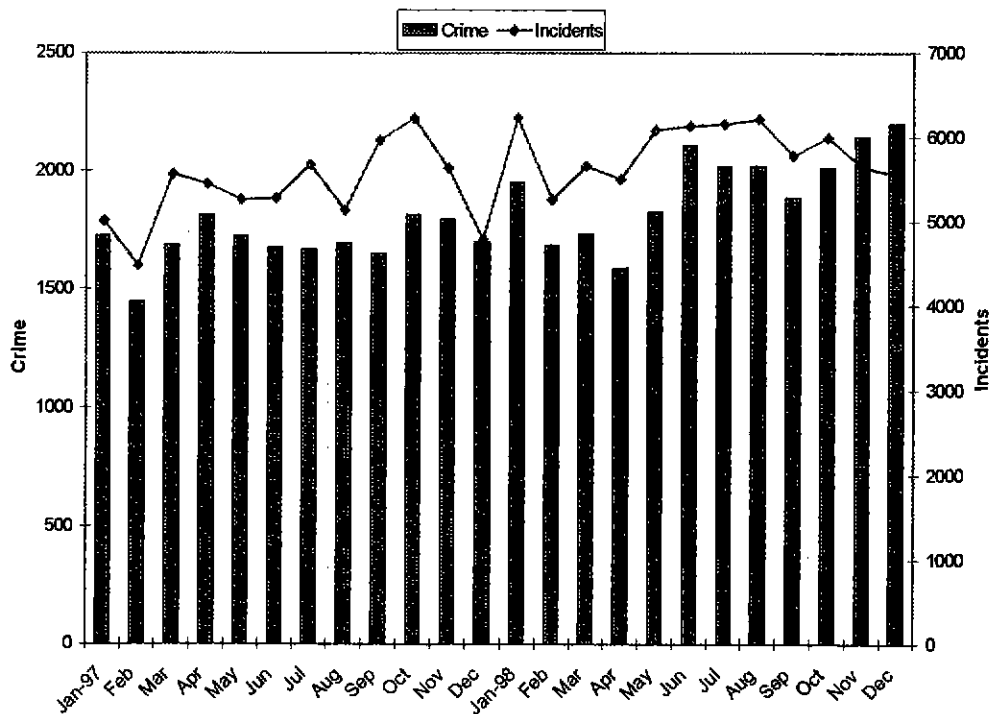
Middlesbrough Police District was suffering disproportionately to the rest of the Force area. The reason for this may be increased drug offenders Middlesbrough has seen an increase in the number of Drug dependant prisoners. But this issue is currently subject to further investigation.

**Crime/Incident Picture**

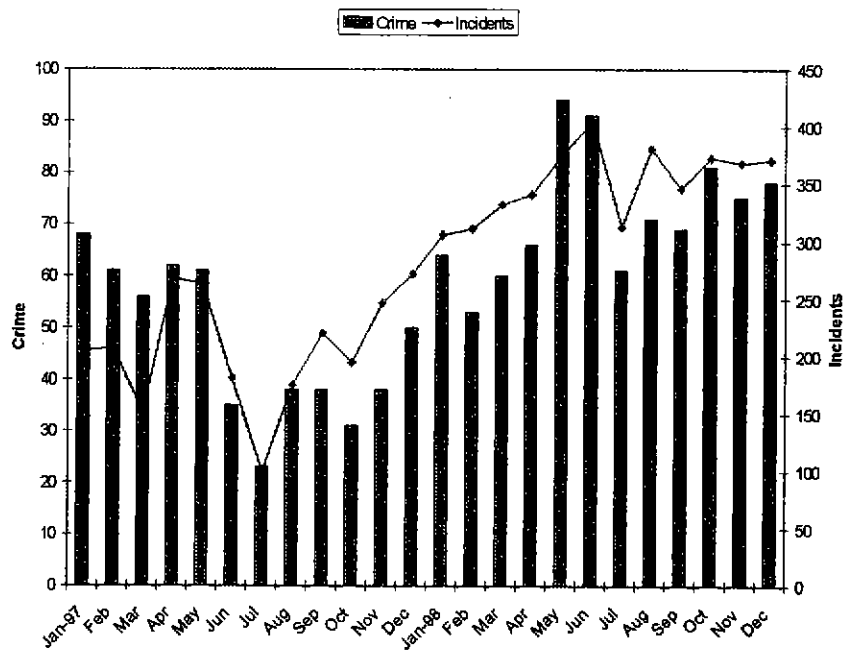
To assess and the establish whether the crime and incident situation in Grove Hill was different from the rest of the District, crime and incident trends were examined. Overall reported crime within Middlesbrough was fairly steady the District having benefited from significant reduction in Domestic Burglary. Incidents showed a slight but steady increase over the same period. (See Chart 5).

The Crime Profile for Grove Hill, however, showed that the area was suffering disproportionately to the remainder of the District (See Chart 6).

**Chart 5 - Middlesbrough District Crime and Incident Levels 1997/98**



**Chart 6 - Grove Hill Crime and Incident Data 1997/98**



**Overall**

The scanning process identified increased activity involving the use of Class 'A' drugs and it's subsequent affect on communities particularly Grove Hill. The effect of drugs within the community was increasingly evident within agency workload, driving and creating demand within organisations and support networks.

## ANALYSIS

### Grove Hill Social Data

The following provides a brief snap-shot of the social data regarding Grove Hill.

- 2,373 household (58,000 in Middlesbrough)
- Population 5,497
- Unemployment rates
  - Male — 24%
  - Female — 9.3%
  - Average — 18% (Middlesbrough 11.1%)
- Majority of Housing Stock built after the Second World War
- The Local Authority own 70% of the property
- 69% of households have no car
- Burglary rate per 1000 households — 116 (National - 27)
- 16.4% of school leavers gain academic qualifications (Middlesbrough — 10.9%)  
(Cleveland - 9.5%, National - 7.7%)
- DETR 1998 Index of Deprivation - 24<sup>th</sup> most deprived district  
(Removing the Metropolitan Boroughs and this indicator ranks the area second)

Although Grove Hill represented 4% of the total population of Middlesbrough the demand created on policing resources was disproportionate. Grove Hill is located to the south of Middlesbrough with easy access to facilities, hospitals, sports provision and schools. Road networks are good and millions of pounds have been invested in improving housing stock. Although additional investment was taking place with new build within the area, the reputation associated with Grove Hill was proving economically damaging with housing stock difficult to let or sell.

During site visits it was clear the estate had the appearance of an area in trouble providing an area where drugs activity could flourish.

### Tension Indicators

There began to emerge in late 1998 early 1999 clear signs that all was not well with the Grove Hill estate:

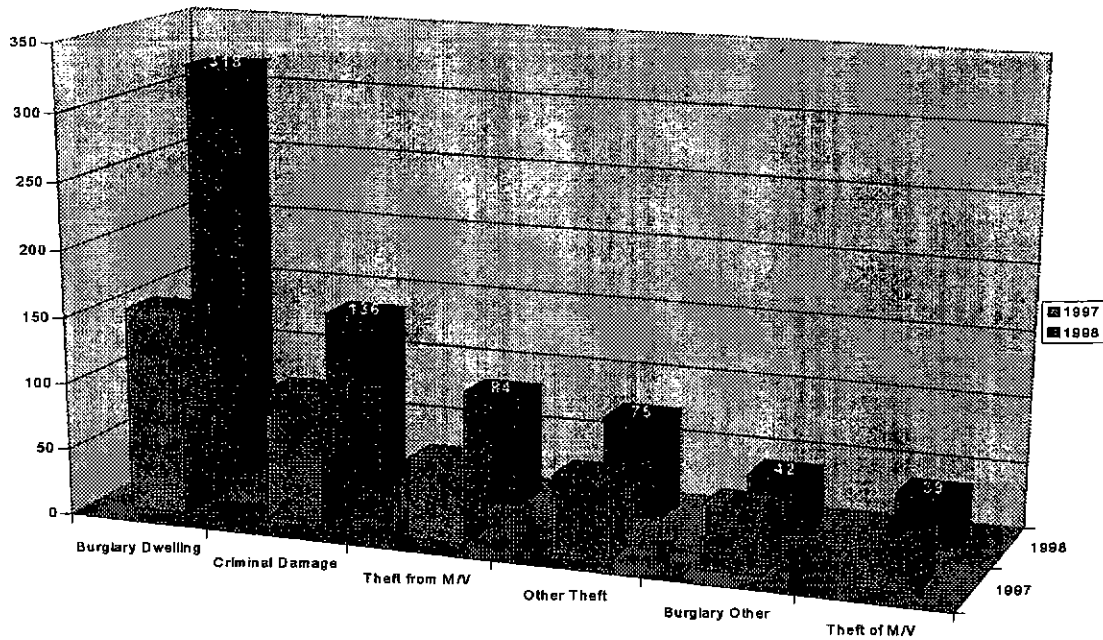
- Grove Hill was a critical North East Drugs Estate
- 50% of cars entering the estate are non-local
- Housing office reports exodus of tenants & inability to fill vacant stock
- Majority of intelligence is coming via networks not from members of the public indicating a breakdown in confidence
- Police vehicles vandalised and bricked
- Evidence of racially motivated assaults by Grove Hill youths —
- Asian shopkeeper forced from premises and Parade of shops demolished
- Drug related murder
- Estate used as a 'rat run' for stolen vehicles
- Evidence of vigilante activity and serious unreported assaults emerges

The shop within the heart of the community was eventually demolished. People moved by the local authority from outside the area were harassed from the estate.

**Analysis of Crime/Incidents in Grove Hill**

It was clear from outward appearances that all was not well on the estate. The Scanning process had identified that Grove Hill in terms of Crime and Incidents did not mirror what was happening on the other areas of the District. A more detailed analysis of activity therefore took place. (See Chart 7 below).

**Chart 7 Crimes in Grove Hill, Annual Totals by Category 1997-98**



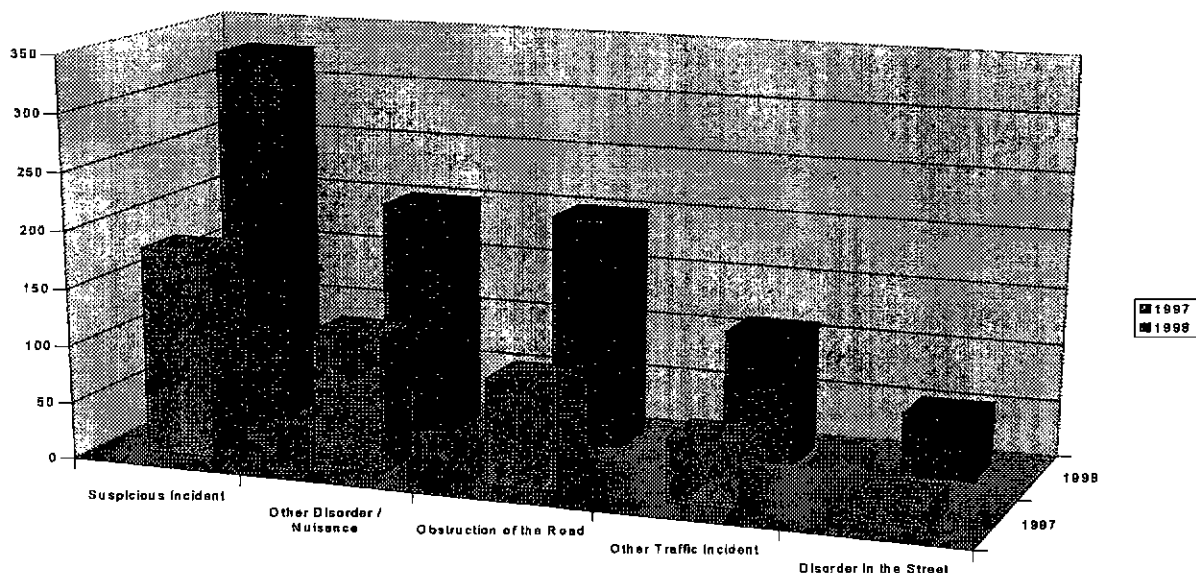
	1997	1998	
Burglary Dwelling	153	318	107.8
Criminal Damage	100	136	36.0
Theft from MV	59	84	42.4
Other Theft	58	75	29.3

Analysis of incidents and crime supports the noticed change in offender behaviour. Cash was now the target resulting in increases in acquisitional crime – particularly burglary.

Analysis of incidents reported to the police (Chart 8 ) showed an increase in road obstruction. This appears to directly relate to the organised theft of motor vehicles from outside the area, abandoned or driven erratically, diverting police resources

away from the drug dealing areas. This was identified as a diversionary tactic adopted by the younger element on behalf of the drug dealing networks

**Chart 8 – Incidents in Grove Hill, Annual Totals by Category 1997-98**



	1997	1998	
Suspicious Incident	180	329	82.8
Other Disorder / Nuisance	120	202	68.3
Obstruction of the Road	93	202	117.2
Other Traffic Incident	57	113	98.2
Disorder in the Street	21	55	161.9

**Why The Increase In Criminal Activity**

The main drivers which were fuelling this increase in criminal activity were thought to be:

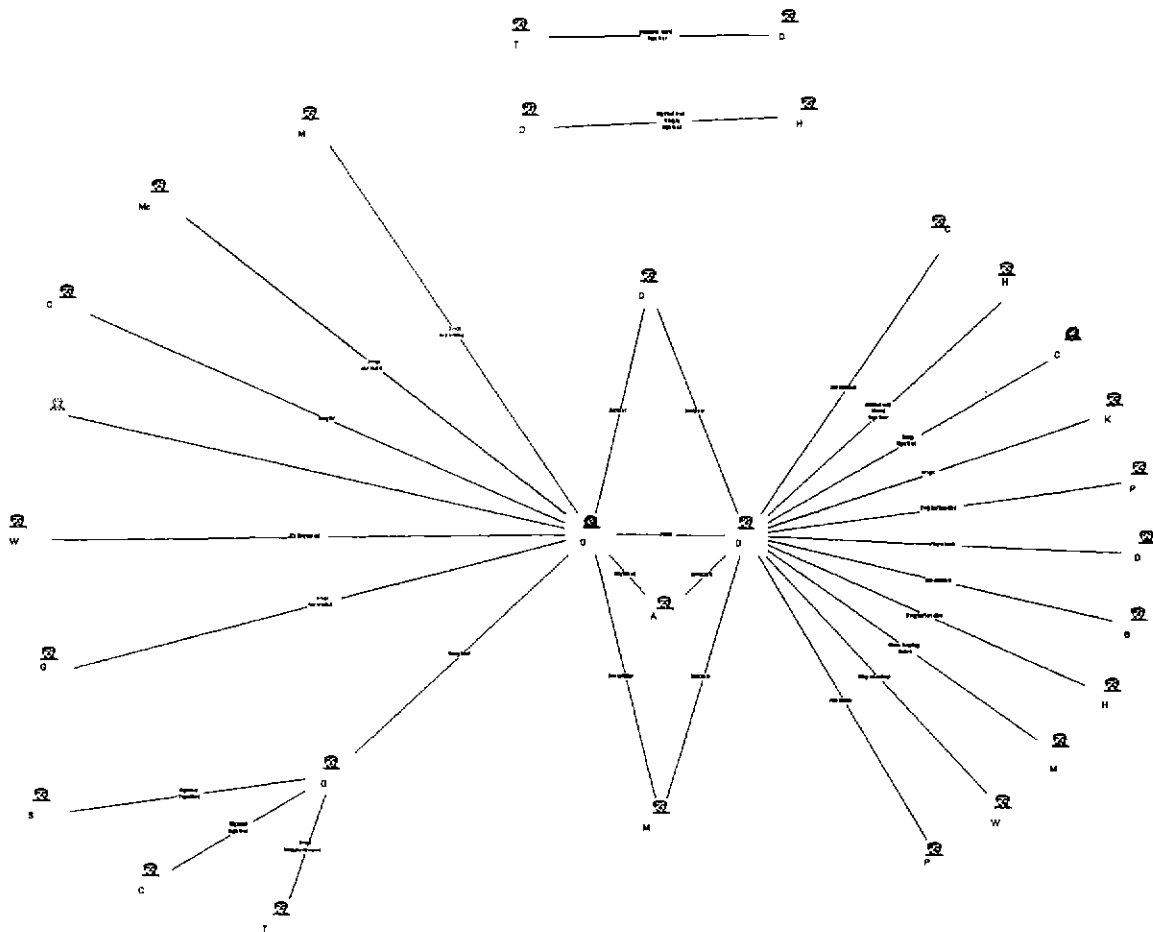
- Inter-dealer turf wars
- Fuelling of addiction by dealers (loss leaders)
- Driving of crime and fear of crime
- Deep rooted family criminal networks
- Evidence of manipulation of housing policy
- Dramatic increase in estate based Crack and Heroin usage

## Analysis of Police Intelligence

Although problems had been encountered in obtaining intelligence of drug related criminal activity in the area. The Drugs Unit and the District Crime and Incident analyst had determined that drugs activity was centred around networks and career supplies. These networks were not discrete entities but organisations of individuals linked to one another.

An example of a linked dealer network of 31-target nominal is shown below in figure 2.

**Figure 2 – Example of a Dealer Network defined by Intelligence Analysis**



What the analysis of the dealer network showed was the complex nature of association developed over the years and the inter-linked activity between similar



## **The Problems Caused by Void Property**

The problems were further exacerbated when an analysis Housing Department data was carried out. This showed some startling facts;

- Grove Hill has more houses stood empty than any other area in Middlesbrough
- Some streets had numerous voids creating blight
  - Pinewood Ave — 24                      Hillside Ave 0 10
  - Meadowfield Ave — 11                Rosecroft Ave — 7
  - Fairfield Ave — 10                      Hawthorn Ave — 10
- The Grove Hill Housing Office received up to 15 complaints per week about drugs
- 72 hypodermic needles had been recovered since 1.11.98 (to 1.3.99)
- More evidence of abuse around the void properties

In some of the streets identified the void properties represented more than 50% of the housing stock.

Void properties cost the local authority in excess of £200k per year in lost revenue. There was also evidence of certain criminal networks intimidating decent people into leaving the estate creating areas where enforcement could prove difficult.

A typical street in Grove Hill showed evidence of regeneration and investment, well maintained houses and gardens interspersed with void properties in various degrees of deterioration and graffiti.

## **Why Was Action Required**

It was felt by a number of agencies and service providers that there was a need to act quickly to stop further deterioration of the infrastructure and quality of life for the residents. Other factors also reinforced that this must be done sooner rather than later;

- Levels of crime & deprivation which were historic as well as current
- Incidents of serious public disorder in the early 1990's
- Multi million pound investment in housing stock and planned economic investment in the estate at risk

## **What was Required**

All agencies felt that there was a need for a co-ordinated multi-agency approach to tackling the problem. The solution had to be more than short term and a number of pre-requisites were determined:

- Need to build capacity within the community
- Back fill voids with decent people supported by the community
- Ensure agencies work in a co-ordinated manner
- Remove the drug networks to provide an opportunity for improvements to take hold
- Ensure any gains made within the community were sustained,

## **RESPONSE**

The analysis clearly indicated an estate in crisis and no single agency held the monopoly on the solution. The solution rested in a multi-agency partnership initiative aimed at tackling drug dealing and drug related criminality within Grove Hill and other estates in Middlesbrough. It involved: -

- Systematic intelligence led enforcement utilising local officers and those from the Force Crime Operations Department
- Rigorous application of Local Authority eviction policies against unruly tenants and in appropriate cases, the demolition of `void' properties
- ◆ Environmental and infrastructure improvements by the Local Authority
- The use, if required, of Anti Social Behaviour Orders
- The introduction of new fast-track arrangements for drug offences with the Forensic Science Service (FSS), the Courts and the Crown Prosecution Service (CPS)
- The development of support networks within the Community to improve local confidence.

To oversee Operation Quarry a multi- agency Steering Group led by the police and local authority was formed. This group's main input occurred in the development phase of the Operation. As well as the main steering group a number of sub-groups were formed to deal with specific aspects of the operation. For instance one group ensured that briefings were given to the Courts and CPS about the operation and the impact that crime was having particularly in the Grove Hill area. The operation continued for an eight-week period between April and June 1999.

### **Police Perspective**

Operation Quarry was viewed as a major enquiry. A management team was established to oversee the operation and daily meetings were held. On a weekly basis local strategy meetings also took place. An operational order detailing when and how police deployments would take place was published.

Quarry had a defined operational priority to maintain the focus of all those involved with the operation.

To target criminals involved in the unlawful street level supply and District level inter dealer supply of controlled drugs with emphasis on those who supply Class `A' Drugs such as Heroin, Cocaine and Crack Cocaine

To enable a pro-active police response a number of key posts were created:

- Dedicated Intelligence Co-ordinator
- Test Purchase Co-ordinator
- Financial Investigator
- Local Authority Liaison Officer
- 2 Enquiry Teams

Each key member of the team was provided with clear objectives within the operation. Examples of the role and responsibility of the Dedicated Intelligence Co-ordinator are shown in figure 3 :-

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**Figure 3 -Dedicated Intelligence Co-ordinator**

**Role and Responsibility**

- Together with team leader and the District Intelligence Unit will nominate core targets for the priority community council area
- Work together with the crime analysts to place core targets into criminal families
- Establish linkages between areas and core targets
- Intelligence questioning drug dependent prisoners who are detained at MI Custody Office
- Assist in the development of incoming intelligence together with LIO staff
- Co-ordinate the recruiting and tasking of informants after liaison with the Informant Controller
- Liaise with CID/Uniform/CPT/Local Authority Liaison Officer to encourage the supply of intelligence, to help place the core targets into criminal families and to arrange multi-agency action
- Update notice board in crew room

The dedicated drugs intelligence co-ordinator provided much of the co-ordination and dissemination of information that was required to drive the operation . The key to a wider drug intervention strategy requires up to date social data. Intelligence Questioning was introduced for all drug dependent detainees to assist in developing exit strategies or avenues of disruption. Intelligence resulted in a series of arrests and on occasion supportive residents applauding officers for removing people who had clearly disrupted their quality of life.

**Tactics**

Tactics for individual deployments were agreed from a menu of 13 initiatives designed to impact on criminal networks , dependent on the quality of the target or intelligence/evidence available. The tactics included;

- |                                 |                            |
|---------------------------------|----------------------------|
| ■ Disruptive Searches           | ■ Surveillance             |
| ■ Full Searches                 | • Technical Surveillance   |
| ■ Stop and Search in the street | ■ Test Purchase Operations |
| ■ Intelligence Questioning      | ■ Participating Informants |
| ■ Informant Tasking             | ■ Financial Investigation  |
| ■ Observation                   | ■ High Profile Policing    |
| ■ Other agency solutions        |                            |

## **Criminal Justice Partners - Negotiated Fast-tracking Protocols**

To assist with the early charging of offenders involved in the supply of Category 'A' drugs three new protocols were negotiated with partner agencies to improve performance. These were:

- Transportation to laboratory of seized exhibits- FSS/ Police Units
- Forensic examination time-scales – FSS
- Suspect process – CPS/ Police Admin. Support units

Examples of the Fast Track Protocols are shown in Appendix 'A'. The protocols streamlined the process of suspect management and drug examination. This allowed for more rapid charging – all, supply suspects were put before the court for remand application even if they had answered police bail to be charged.

Improved processes often result in additional costs. Agreement was reached with the local authority to utilise any improvement in re-occupancy rates through improved tenancy and property rentals to joint fund additional costs caused by fast-tracking agreements.

Operation Quarry also introduced with the assistance of the Courts drug courts process where all Operation Quarry drug cases were held.

## **Local Authority Role**

As well as providing additional finance for the FSS fast track the local authority contributed in vigorously enforcing their tenancy policy and improving the environment by increased street cleansing, removal of debris, securing of empty premises, some demolition of derelict buildings and the reintegration of some new tenants.

Anti-social behaviour orders were not used.

## ASSESSMENT

It is always difficult to assess the success or otherwise of an initiative of this kind. Direct drugs related criminality is not recorded. The only time drug offences are reported is at the time the police deal with the offender. However the effects of drugs criminality is highly visible — this was clearly seen in the Grove Hill area by increases in disorder, acquisitional crime and reductions in social wellbeing. Operation Quarry because of its concentration on dealer networks impacted on the whole of Middlesbrough not just Grove Hill . Families of suppliers and dealers were related across the whole of the town and therefore the impact on these networks was greater than initially anticipated. This assessment in the main will concentrate on this direct impact on these networks and what effect this had on crime in the Grove Hill area.

### Operational Results

Include;

- Recoveries
- Arrests and Disposal of Offenders
- Police costs of Quarry
- Seized Cash and Assets

### **Recoveries**

<b>Iygt</b>	<b>Quantity</b>	<b>Value</b>
Heroin	59.15 grams	£5880
Crack	33.1 grams	£3400
Cannabis	14 kilograms	£54200
Amphetamine	79 grams	£790
<b>Total</b>		<b>£64270</b>

### **Seized Cash and Assets**

Cash	£97770
Assets	£25000
<b>Total</b>	<b>£122770</b>

## Arrests and Disposal

<u>Offence</u>	<u>No</u>	<u>Charged</u>	<u>Caution</u>	<u>Bailed</u>	<u>NFA</u>
Poss W/I Class `A"	26	21	0	2	3
Poss `A'	11	11	0	0	0
Poss W/I Class `B'	2	2	0	0	0
Poss `B'	9	6	3	0	0
Other	6				
<b>Total</b>	<b>54</b>	<b>40</b>	<b>3</b>	<b>2</b>	<b>3</b>

The number of persons remanded by the courts for Possession with Intent to Supply Class `A' Drug made a significant impact on drugs networks locally.

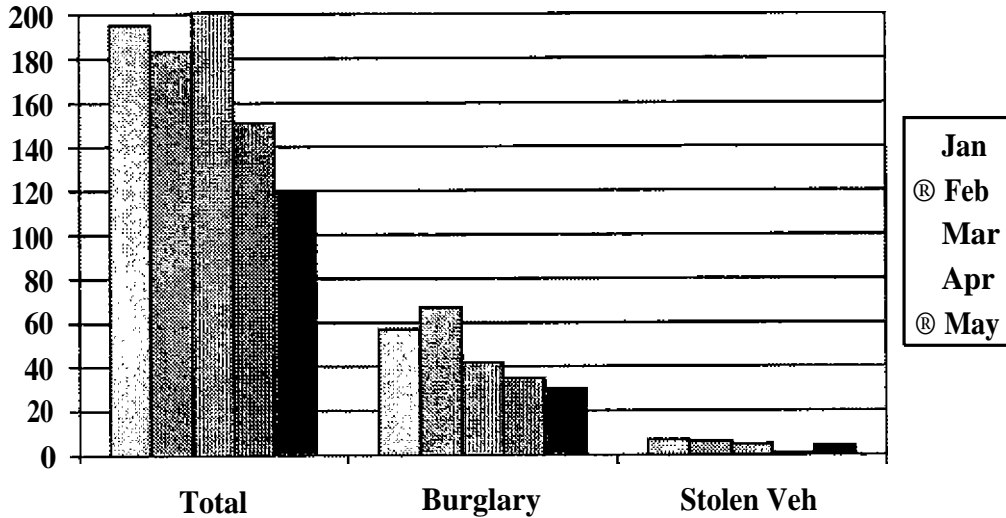
## Costing of Quarry

Plain time salaries	£63,168.33
Overtime payment	£13,224.84
Vehicle Hire	£ 1,618.40
Meal allowances	£ 1,103.43
<b>Total Cost</b>	<b>£79,115.00</b>

From these results it can be seen that from an outlay of approximately £80k the police recovered cash and assets in excess of £122k, removed in excess of £64k off the streets of Middlesbrough and charged 40 people with drug related crimes. The biggest issue must however be whether there has been any improvement in the quality of life of residents in the Grove Hill area.

As yet it is too soon to assess what the medium to long term impact of Quarry has been however an initial examination of crime trends shows a decrease in most categories (See Chart 9 below).

**Chart 9 -- Crime Trends in the Grove Hill area Jan — May 1999**



Quality of life improvements will need to be assessed at a later stage by means of joint agency surveys

### **Reinforcing Gains Made**

To capitalise on the benefits made from Operation Quarry a number of initiatives are now taking place:

- CCTV is now utilised within the area with a telephone hotline to the CCTV control
- A video identifying and reinforcing the positive aspects of the area is being produced.
- New build housing in the area is starting to generate interest with buyers.
- The local Police Commander is in discussion with partner agencies to provide a Neighbourhood Office in the heart of Grove Hill.
- Although it is early days people are talking about improvements, action is taking place, key disruptive families are being themselves disrupted and moved from the area.
- The new criminal justice partner protocols remain in place.

- A local drug referral scheme based at Middlesbrough custody office will be implemented by the end of 1999.
- Multi-agency protocols are now in place to identify at an early stage the requirements of early intervention to prevent estates deteriorating towards crisis point.
- Consultation is taking place between key agencies to develop strategies to make best use of shared savings utilising benefits gained from successful intervention within the local communities.
- Operation Quarry confirmed the links between drugs and crime. It showed how estate based drug networks can be dismantled. It reinforced the need for a dedicated drug enforcement capacity. The principles of Operation Quarry are continuing with, Operation Cornerstone. Middlesbrough Dedicated Drugs Unit has doubled in size to ten officers\_
- Similar multi-agency approaches and strategies are being adopted to tackle other estates with similar problems.

## **CONCLUSION**

There is still plenty of work to be done, but the main issue of coming together and placing the problem in the public arena has taken place. Joint working is a success and there are signs that integration towards full multi-agency service delivery is taking place. There are many lessons to learn from Quarry and good practice to pass on.