OPERATION HEADLIGHT

A submission for the Fourth UK national award for* excellence in *Problem Oriented Policing

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Introduction

Operation Headlight was a project developed by South Yorkshire Police (SYPOL) in 2001 to look at areas within the County that were suffering chronically with vehicle crime and :other related offences such as house burglary. The areas chosen were Sheffield Central, Sheffield South and the northern area of Derbyshire which borders onto South Yorkshire. These areas were highlighted as a result of a strategic analysis which was carried out by the analytical team based at SYPOL's headquarters in Sheffield, the findings of which were published in May 2001.

Vehicle crime was prioritised at this time due to the high levels of criminality being experienced in the areas identified. This criminality also indicated that offenders might have not only been involved in vehicle crime but also burglary dwelling and the distribution of property across the County. Little did SYPOL know the extent to which Operation Headlight would reveal the intensity of offending by a small concentration of offenders within geographic locations.

As a result of the strategic analysis a small working group was brought together to explore the best ways to approach the issues identified within the strategic assessment. The group adapted a suggested model from The Home Office Police & Reducing Crime Unit publication `Developing Crime Reduction Plans: Some Examples from the Reducing Burglary Initiative (2001). Although the model was originally developed to look at burglary scenarios, it was quickly identified that its key principles were transferable to other crime classifications.

Four themes of the model are key to the successful implementation of the project as a whole. A model strategy would therefore consider that a project;

- Is analysis driven
- Explicitly understands the processes by which the plan is to reduce crime
- Employs interventions that are mutually advantageous
- Understands the importance of sequencing

The working group comprised of the project manager, the force principal analyst responsible for the production of the strategic assessment, the lead analyst for the project and an officer responsible for vehicle crime issues from a forcewide perspective.

The working group developed a series of initiatives that would be subjected to realistic evaluation by the lead analyst that would allow not only achieved results to be reviewed but also look at how the mechanics of a major project operated in a live tactical scenario. The initiatives objectives are shown below;

- To deliver **measurable** reductions in respect of vehicle crime in Sheffield Central, Sheffield South and North Derbyshire policing districts.
- Identify and proactively target hotspots and those **people** of greatest risk of victimisation in the project area. Appropriate crime reduction measures to support this objective were devised in order to reduce victimisation.
- To advance links with partner agencies through the Sheffield First for Safety Crime and Disorder Partnership in order to develop a joint approach to vehicle crime reduction.
- To target, disrupt, gather evidence and where **appropriate** prosecute target nominals for offences which will prevent further vehicle crime offending.

- To implement regimes which will improve the standards of investigation and collation of evidence for vehicle crime offences and make recommendations as to how these can be sustained in the future.
- To undertake work to improve the intelligence flow relating to vehicle crime and vehicle offenders during the operation and make recommendations as to how these processes can be maintained.
- To undertake intelligence work that will identify the best ways to disrupt the stolen goods market and to make recommendations as to how this can be achieved.
- To undertake work in conjunction with the South Yorkshire Fire and Rescue service and University of Sheffield Centre for Geographic Information and Spatial Analysis, which will improve our ability to analyse and effectively use CMS[1], COMRAD[2] and Fire and Rescue Service data. Through this development work we will seek to improve our ability to identify hotspots, dumping spots and transit routes used by those engaged in criminality.
- To record and monitor the processes used in the **operation,** subject them to evaluation and through this approach develop a project template that can be employed in future across South Yorkshire and Derbyshire Police Force areas.

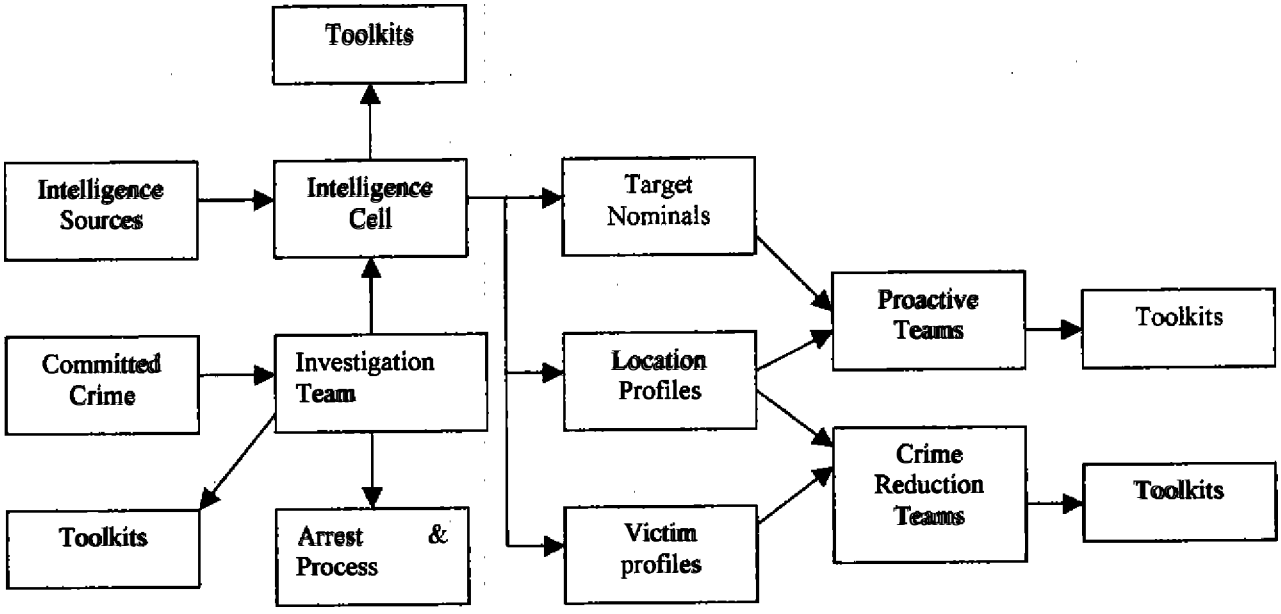
The Operational Plan

This strategy was then further developed after having brought together the **respective** personnel who would be involved in the day to day running of the project. The outcome was an operational structure which highlighted how the respective teams would be orchestrated and the suggested guidelines to **be employed.** This structure is displayed in figure 1 **below;**

Crime Management System.

[2] Computerised despatch system used in area communication rooms.

Figure 9: **Operational Structure** ***of Operation Headlight:***



Intelligence Cell Toolkit

Technology
Informants
Community Intelligence
Prison Intelligence
Benefits Agency
Housing department
Cell intervention
Crime Stoppers
PNC
Fire Brigade
Neighbourhood Watch
GIS
Probation Service
Analysts

Investigation Team Toolkit

Collation of forensic evidence
PNC
Witness Identification
Evidence Gathering
Scene attendance where necessary
Arrest & Process
Post arrest procedure
Remand
CJU Liaison
ASBOS

Proactive Team Toolkit

Technical surveillance
Static & mobile ANPR
Warrant execution
Bail condition enforcement
High profile policing
Disruption tactics
Directed patrol
Large intercept operation
Small intercept operation

Crime Reduction Toolkit

Media campaign
Target **hardening**
Vulnerable vehicle scheme
Vehicle lock **distribution-partnership**
Electronic information points
CCTV-Improve current systems
Secure car parks
Capable guardians
Car park watch

The intelligence gathering phase was allocated a period of two weeks prior to the commencement of the project. Three criminal intelligence analysts were employed to review the information coming into SYPOL's databases and develop it for tactical purposes for the teams as indicated in figure I. Some of the areas reviewed by the analytical team are shown below;

- Developing intelligence through the use of confidential sources, covert human intelligence sources and other legitimate means,
- Preparing target packages in relation to known offenders and where **appropriate,** operational orders for intelligence gathering, evidence gathering or arrest purposes in relation to individual targets.
- Preparing `hot spot' location profiles for crime reduction teams or referral to Sheffield First for Safety Partnership and where appropriate, operational orders for intelligence gathering, evidence gathering or arrest purposes in relation to 'hot spot' areas.
- Preparing victim profiles for use by crime reduction teams.
- Briefing pro-active teams prior to **operations** taking place.
- Disseminating intelligence to Sheffield South, Sheffield Central and Derbyshire districts.

An investigation team will be established to ensure that any reported vehicle crime subject of the operation is appropriately investigated and any available evidence is collated. This team was specifically responsible for:

- Contacting victims and others to establish what potential evidence is available either of a forensic, CCTV or witness nature.
- Obtaining witness evidence and exhibits other than those of a forensic nature.
- Ensuring that any potential forensic evidence is secured and **preserved** in liaison with the respective Force Scientific Support Department or the Forensic Science Service.
- Processing any suspects arrested as a direct result of their investigations and assisting in the process of any suspects arrested as a result of pro-active operations.
- Liaising with the Criminal Justice Unit and CPS to ensure a consistency in approach to any offenders who are arrested or reported in relation to this operation.

- Supplying the intelligence cell with any information or intelligence obtained as a result of their investigations.

A dedicated pro-active team was established that was supplemented as and when required by the resources of support departments in both South Yorkshire and Derbyshire Police Forces. The teams had specific responsibility for:

- Executing covert operations that target individual suspects or 'hot spot' areas as directed by the intelligence cell.
- Executing overt operations that target individual suspects or 'hot spot' areas as directed by the intelligence cell.
- Conducting high visibility directed patrol as directed by the intelligence cell.

The crime reduction officers from **Sheffield** South, **Sheffield Central** and Derbyshire Constabulary will be used to employ crime reduction tactics within the project and with specific responsibility for:

- Conducting crime reduction surveys in 'hot spot' areas as directed by the intelligence cell.
- In consultation with other agencies and community partners, addressing repeat victims and 'hot spot' areas through target hardening techniques.
- Consulting with partner agencies to obtain funding for target hardening projects.
- To assist in the **co-ordination** of a media campaign as directed by the operational commander.

Highlights in Analysis and Evaluation

A new system, which proved to be pivotal in analysing the large volumes of information coming into SYPOL's four main databases, was utilised for the first time in a live operation. The system is called the Dynamic Reasoning Engine (ORE). The DRE which had been co-developed by the lead analyst, had the ability to link associative information from the four **databases and present** it through a single

screen interface. This allowed other software to be used, such as Oracle Discoverer 3.1, i2's link notebook, case notebook, Blue 8 geographical information system, Microsoft Excel and PowerPoint to present and disseminate real time information to the project team, operational officers not directly involved with the project, the tasking and co-ordination process across the City of Sheffield and north Derbyshire.

Such is the ease of operation of the DRE that the entire operational team, including **management personnel, was** trained in its use in less than half a day. This allowed information held within the databases, to be interrogated by everyone and discussed at daily morning briefings on a 'level playing field'. A feature of the DRE is that it can automatically email individuals with search results in particular areas of interest. In effect personnel were briefed quickly and efficiently due to the continuous analysis of pertinent information coming into the databases.

No database however comprehensive can provide all the answers to crime related issues. Although crime information is kept by SYPOL in relation to the burning out of stolen vehicles, the data is not **comprehensive.** Recognising this fact, the lead analyst turned to the South Yorkshire Fire and Rescue Service. This service retains monthly data on all malicious vehicle fires that they attend.

As a result of data sharing partnership this information is emailed to all SYPOL analysts on a monthly basis for use on a district level. The project utilised data from July to September 2001 looking at **areas,** which were regularly susceptible to burnt out vehicles. This was then compared to general crime data to build a spatial picture of events within specific areas. This was then allied to crime information known about individual areas to attempt to complete the picture.

This analysed data plugged an important gap for the project as the small case study described below indicates;

One particular area locally known as Pipworth Fields became the subject of focus on due to the culmination of fire service, crime data & general information. Crime reduction officers assigned to the project surveyed this area using SYPOL GIS maps, aerial photographs **obtained** via the Internet & personal visits. Their assessments of areas highlighted by the analytical team proved crucial to the longer-term crime reduction and social issues. They were able to break the cycle of the `broken windows theory' and subsequently applications were made to work in partnership with Sheffield City Council, environmental health department and the fire service to look at a range of environmental measures to prevent this area being used as a communal: dumping ground which in turn may have a positive effect on the area as a whole.

The following analytical regimes were developed to fully understand the extent of the vehicle crime issues within the project area;

- Areas for **abandoned** & **burnt out vehicles, quarterly period (CMS & Fire *Service* data).**
- **Top *five* streets per district for auto crime, quarterly period, count of crime (CMS data)**
- **Temporal analysis for aforementioned top 5 streets per district, quarterly** period. (CMS data)
- **Economic & social costs for the top 5 streets per district, quarterly period** (CMS data)

- Types of vehicles stolen, count of types & geographic locations of where stolen from for 1, 6 & 12 month periods (CMS data)
- **Types of vehicles stolen** & **recovered** & also **stolen but not recovered** in other offence categories (CMS data)
- **Economic** & **Social** costs for auto crime using Home **Office multiplier** techniques over 3 & 12 month period (CMS data & economic & social costs of crime guide)
- Auto crime recorded on a ward by ward basis (20 wards) in Sheffield across H, I & K districts for a 12-month period. Count & economic & social costs. (CMS data & economic & social costs of crime guide, Blue 8 GIS)
- Daily analysis across the 3 districts was then provided to monitor any emerging trends from the CMS database, which was disseminated at each of the 9.30am briefings to the team.

These regimes were employed by the three analysts **employed** on the project with the lead analyst determining strategies to be considered to combat emerging crime issues within specific geographic locations.

The analysis revealed issues that had not been generally considered previously. By utilising a research study booklet released by the Home Office titled The **Economic** and Social Costs of Crime the **project team** were able to establish the cost implications for vehicle crime across many different areas of consideration.

With this new approach available to test in a live environment, analysis was completed across Sheffield South, Sheffield North & Sheffield Central

Sam Brand and Richard Price (2000) Home Office Research Study 217

focusing on recorded vehicle crime captured **from the CMS database. The** guiding multiplier was then applied to the respective categories & is reproduced below in table 1 from the original analysis carried out. The salient dates are between the 1 *st* of July 2001 & the 9th of October 2001.

ALL OF SHEFFIELD.

District	(All)	Multiplier	Total Costs
Count of Offence Recorded			
Offence Recorded	Total		
CRIMINAL DAMAGE - TO VEHICLES	**1224**	£280	£342,720
INTERFERENCE WITH MOTOR VEHICLE	191	£280	£53,480
TAMPERING WITH MOTOR VEHICLE	1	£280	£280
THEFT FROM MOTOR VEHICLE	2525	**£580**	£1,464,500
THEFT OF MOTOR VEHICLE	476	£4,800	£2,284,800
UNAUTHORISED **TAKING** OF **MOTOR VEHICLE**	540	**£4,800**	£2,592,000
(blank)			
Grand Total	4957		£6,737,780

*(SHEFFIELD**SOUTH**).*

District	HH	Multiplier	Total Costs
Count of Offence Recorded			
Offence Recorded	Total		
CRIMINAL DAMAGE -TO VEHICLES	391	£280	£109,480
INTERFERENCE WITH MOTOR VEHICLE	72	£280	£20,160
THEFT FROM MOTOR VEHICLE	785	£580	£455,300
THEFT OF MOTOR VEHICLE	146	£4800	£700,800
UNAUTHORISED TAKING OF MOTOR VEHICLE	174	£4,800	£835,200
Grand Total	1568		
			£2,120,940

SHEFFIELD CENTR4L (I&K DISTRICT FIGURES)

District	II	Multiplier	Total Costs
Count of Offence Recorded			
Offence Recorded	Total		
CRIMINAL DAMAGE - TO VEHICLES	152	£280	£42,560
INTERFERENCE WITH MOTOR VEHICLE	18	£280	£5,040
TAMPERING WITH MOTOR VEHICLE	1	£280	£280
THEFT FROM MOTOR VEHICLE	**455**	£580	£263,900
THEFT OF MOTOR VEHICLE	78	£4,800	£374,400
UNAUTHORISED TAKING OF MOTOR VEHICLE	85	£4,800	£408,000
Grand Total.	789		
			£1,094,180

District	KK	Multiplier	Total Costs
Count of Offence Recorded			
Offence Recorded	Total		
CRIMINAL DAMAGE - TO VEHICLES	254	£280	£71,120
INTERFERENCE WITH MOTOR VEHICLE	37	£280	£10,360
THEFT FROM MOTOR VEHICLE	**496**	£580	£287,680
THEFT OF MOTOR VEHICLE	107	£4,800	£513,600
UNAUTHORISED TAKING OF MOTOR VEHICLE	113	£4,800	£542,400
Grand Total	1007		
			£1,425,160

SHEFFIELD NORTH

District	3,i	Multiplier	Total Costs
Count of Offence Recorded			
Offence Recorded	Total		
CRIMINAL DAMAGE - TO VEHICLES	427	£280	**£119,560**
INTERFERENCE WITH MOTOR VEHICLE	64	£280	£17,920
THEFT FROM MOTOR VEHICLE	789	£580	£457,620
THEFT OF MOTOR VEHICLE	145.	£4,800	£696,000
UNAUTHORISED TAKING OF MOTOR VEHICLE	168	£4,800	£806,400
Grand Total	1593		
			£2,097,500

There is a cautionary note to these calculations, which is commented on by Paul Wiles, Director of Research at the Home Office, within the foreword to the Home Office Study report;

' Although they break new ground in this country, the cost estimates in this study are far from perfect. Further work is 'necessary, and will be carried out, to ensure that the estimates are robust, based on the best available evidence and capable of bringing a real change to the way in which decision-makers at all levels view the problem of crime and how to tackle it.'

Despite Wiles' remarks, the analysis of these figures proved important to senior management to gauge the real extent of the problem from a perspective of cost implication to the police and public at large.

The ability now exists to apply useful estimates to the economic & social costs of crime to some of the major crime categories. This is information is of great use not only to consider the effectiveness of crime reduction initiatives & assess them with a certain degree of accuracy, but also to take to multi-agency meetings to plan the most cost effective route for more complex crime based initiatives.

Analysis of the data revealed key areas of offending at certain times of the day or night. This allowed operations to be developed to combat vehicle crime in highlighted areas and against specified targets known to be committing these offences. One of the most effective **deployments** of police personnel was that of the mounted police section.

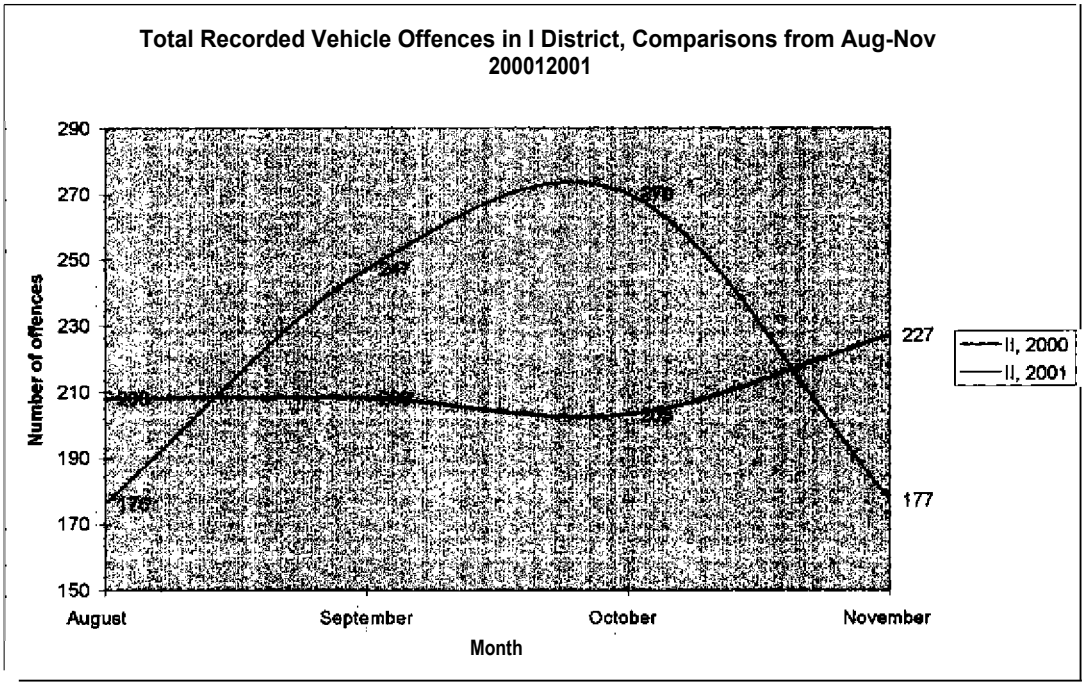
These officers were deployed on a daily basis within the project area in small localised areas of vehicle crime hotspots and issued with maps with the relevant crime data **superimposed** thereon and showed where to patrol and at what time. Multi-storey car parks were also patrolled on horseback, proving that structures such

as these are no longer a safe, haven for criminals nor a bar to innovative police patrolling.

This mounted patrol proved to be one of the most effective strategies utilised during the project as it eradicated nearly all of Sheffield Central's vehicle crime whilst it was in place. It placed highly visible but unusual policing resources in patrol scenarios not usually seen within densely populated areas.

There is no evidence to suggest that offending was deflected or displaced to other areas within Sheffield Central or there were any seasonal conditions affecting offending patterns. Vehicle crime did not occur and having listened to the views of local intelligence officers about the decreased visibility of active vehicle criminals it is considered that the mounted police played contributory factor in this phenomena. Chart 1 below compares Sheffield Centrals recorded vehicle offences during the time of the project and for the same period in the preceding year.

Chart I



The analysis also revealed a more worrying and growing trend within the project area which was analysed in further detail by the analytical team and ultimately christened the Chameleon Burglary Theory (CBT).

Two of the analytical team working on Operation Headlight, Gary Birchall & Nathan Wood, considered the ways that certain types of vehicles were targeted, why they were targeted, the use of the vehicles in further crime & their disposal. This theory has been developed further as it has some implications for future crime reduction strategies & adjustments **maybe needed** to the SYPOL crime **management** system.

The vehicles which are stolen, are specifically targeted for reasons which will be explained later. Needless to say they are usually **newer modem types of** a high intrinsic value. They cannot be stolen by traditional methods, bypassing alarm systems, hot-wiring etc. as they have factory fitted alarm & immobiliser systems which are difficult to conquer.

The simplest answer is therefore to obtain the car keys from inside the house by means of a burglary. Human nature dictates that we take for granted everyday items such as car & door keys. Burglars have now noticed this fact, successfully exploiting our apathy & obtaining access to high value vehicles.

Car keys are often left in house doors or on open display on tables & kitchen work surfaces, which for an accomplished burglar is easy prey. Having obtained the car keys, this allows the burglar to drive away the vehicle with relative **ease** having by-passed all the security features regardless of cost.

The vehicles stolen within burglaries were all of **a reasonable quality with a high value & this pattern is repeated when looking at other areas within SYPOL that have**

the same offence being committed. Enquiries have also been made with Greater Manchester police who report similar types of vehicle being stolen in identical circumstances.

It **was obvious that these types** of vehicles have generic groupings within certain geographic locations. It is appreciated however that high value vehicles do exist in areas outside of the commonly featured geographic areas.

The main types of geographic areas, which were subject to thefts of vehicles in burglaries were new or well established private housing estates where it is thought that incomes are at reasonable level.

The criminals involved in this practice are unwittingly carrying out demographic selection, by considering geographic areas which they know or suspect will have a plentiful supply of the right type of vehicle for their purposes.

Most of these areas will not be subjected to CCTV coverage, vehicles keys will be easy to obtain within a dwelling (as previously noted) & risk of capture will be low due to good access/escape routes &, certainly in the case of new housing **areas,** the police will have limited knowledge of the layout.

Another consideration for new private housing estates, which are constructed very rapidly due to, advanced building techniques, is that there is no historical crime data for the **area** & **subsequently** the police don't tend to patrol low crime **areas.** This policing tactic may have to change if this offence type increases across the force area.

The pivotal argument for consideration within this theory is that high value vehicles stolen in burglaries, allow the offenders to move & offend in areas that historically would have been out of bounds to them as they would not `fit in' with their general surroundings. Academic research shows that most offenders carry mental cognitive maps of where they offend & usually offend in tight geographic areas close to location anchor points such as home addresses. They offend in this manner, as they are familiar with their surroundings & do not stand out.

Applying CBT these 'offenders are now free to commit offences in geographic areas previously considered out of bounds. They fit into their new hunting grounds using a specific vehicle type, like the camouflage of a chameleon, which blends into the selected area perfectly & does not arouse suspicion to the local population or the police.

The response to these identified problems was through the use of planned measures such as overt and covert policing techniques on identified geographic areas and targeted nominals **whose** movements were **closely** monitored through the **selection** and tasking of informants who could provide pertinent information in relation to the criminal activities of these individuals.

Other measures included the sustained use of Derbyshire Constabulary's Automatic Number Plate Reading (ANPR) team in identified areas of high traffic volume and on highway intersections which **were** known to **be used by offenders.**

Streamlining of the processing of arrested offenders was also arranged through SYPOL's criminal justice department and in conjunction with the Crown prosecution Service.

Despite any amount of planning to cover any eventuality, things do not always run smoothly and Operation Headlight was no exception. South Yorkshire Police were encountering a high number of serious crimes within the County and occasionally this affected the operational capability of the project_ The task force department, who were in important department within the project, had to be written out due to the fact that their services were required in major searching tasks for serious crime. The operation therefore had to scale down some of its operations in order to achieve its aims.

The project remained under continuous review by the lead analyst who was conducting a realistic evaluation of the whole project and advising the project manager as to what options were currently available to enhance the operation.

This detailed examination allowed key decisions to be taken quickly and with the correct justification. The change of tack from the general investigation of vehicle crime to the focused investigation of vehicles being taken from the burglary of domestic dwellings was highly significant, not only in the results achieved, but also in the review and subsequent recommendations of how the mechanics of a major incident operated. [4]

The approaches adopted within operation headlight were subject to constant review and adaptation as a result of changing offending patterns throughout the lifetime of the project. It is fair to say that the project team didn't always get it right, but through realistic evaluation quickly understood why something had gone wrong and what the appropriate response was to remedy the situation.

See appendix.

A realistic evaluation was chosen as the best approach to look at not only how analysis can benefit a major incident scenario but also it helps people working on such a project to see how they interact within what a very complex set of police and social circumstances.

By building an evaluation matrix as the project evolved, recommendations at the end of the project were relatively simple to compile and comment upon. The most important feature however of such an evaluation is that the organisation has learned for future projects, what works for who and in what circumstances. This also allowed a **comprehensive operational template**[s] to be developed which future project managers can utilise and therefore have the opportunity to build on the initial success of operation headlight.

The project template has been thoroughly reviewed within SYPOL at the highest levels and has also been recognised by Her Majesty's **Inspectorate** of **Constabulary** as an example of good practice. Several new policies within the organisation have now been adopted as a result of the recommendations made. The project manager has now gone onto utilise the evaluated methods from this project in a large scale street crime initiative, funded by the Home Office, focusing on robbery.

Results

The impact. of the project saw significant reductions in vehicle crime across Sheffield; this following **84** arrests during an eight **week operational phase.** The following months saw reductions in vehicle crime across the county as good practice was disseminated. These results are displayed in the histograms within the appendix.

[s] See appendix

APPENDIX

CONTEXT	+	**NEW MECHANISM**	**OUTCOMES**
Intelligence unit personnel drawn from across the force area.	+	Introduce to new I.T systems e.g. Dynamic Reasoning Engine; available within SYPOL.	Better tracking of information relating to key nominals subject of the operation. (1)
Intelligence unit personnel with enhanced access to better I.T. skills.	+	Increased systems interrogation.	Target profiles of a better standard. Dissemination of information within the projec now has increased accuracy. Attained skills extend beyond life of project. (2)
Target Profile Review	+	Further detailed analysis of nominals within SYPOL **databases.**	Accurate criminal profiles which are current to individual circumstances. (3)
Dynamic Reasoning Engine development (DRE).	+	Increased use by new personnel asking new questions about data retrieval from a different perspective.	Further enhancements to ORE by Senior Administrator which will ultimately benefit SYPOL as a whole when system goes fully live. **(4)**
Crime Management Information (CMS) difficult to disseminate in Oracle Discoverer 3.1 format.	+	In conjunction with Oracle Administrator develop html file protocol.	CMS colour coded data can now be distributed to respective audiences within project confines & beyond. Major implications for analysts across the force area. (5)
Measuring the Economic & Social Costs of Vehicle Crime.	+	Utilise Home Office multiplier system adapted from the publication " Economic & Social Costs of Crime " to give costs of crime within specific geographic locations over prescriptive time spans.	A new evaluatory tool with which to measure success or otherwise of crime reduction **initiatives.** **(6)**
SYPOL data sets provide limited view of overall crime picture.	+	Integration of other data sets i.e. Fire Service to confirm or deny crime information.	Fire service data shown to be more robust in identifying vehicles which have **been** burnt ou in key comparative crime areas. (7)

CONTEXT	+	NEW MECHANISM	OUTCOMES
All vehicle crime in previous 24 hours across H, I & K districts reviewed.	+	All crime reports generated in paper form for ease of distribution to investigative team.	System failed due to volume of crime generated. Investigative team quickly became bogged down with paperwork. (8)
All vehicle crime in previous 24 hours across H, I & K districts reviewed.	+	Viewing of all crime reports by P.S. & investigative team.	Reflected how efficient CRB call centre managed to record crime. (9)
Accurate recording of crime by CRB	+	In relation to vehicle crime, CRB should consider asking more key questions of a forensic nature.	May develop more lines of enquiry of a forensic nature which will assist in detecting offenders. (10)
District crime desks in relation to vehicle crime.	+	To view all vehicle crimes & allocate to duty groups. Officers contact complainant (visitlphone) to confirm/deny further lines of enquiry. "Theft of never screened & "theft from" scenes should be visited.	CRB line of questioning to be more investigative. "Theft of' markers placed on PNC to highlight forensic issues. "Theft from": More questions need to be aske to determine whether evaluation/visit to scene by PC is needed. (11)
Fragmented approach across H, I & K districts to recording of vehicle crime	+	Review of the Barnsley Perspective & other suitable processes within the Force area.	Homologation of vehicle crime recording processes at all districts across the Force are (12)

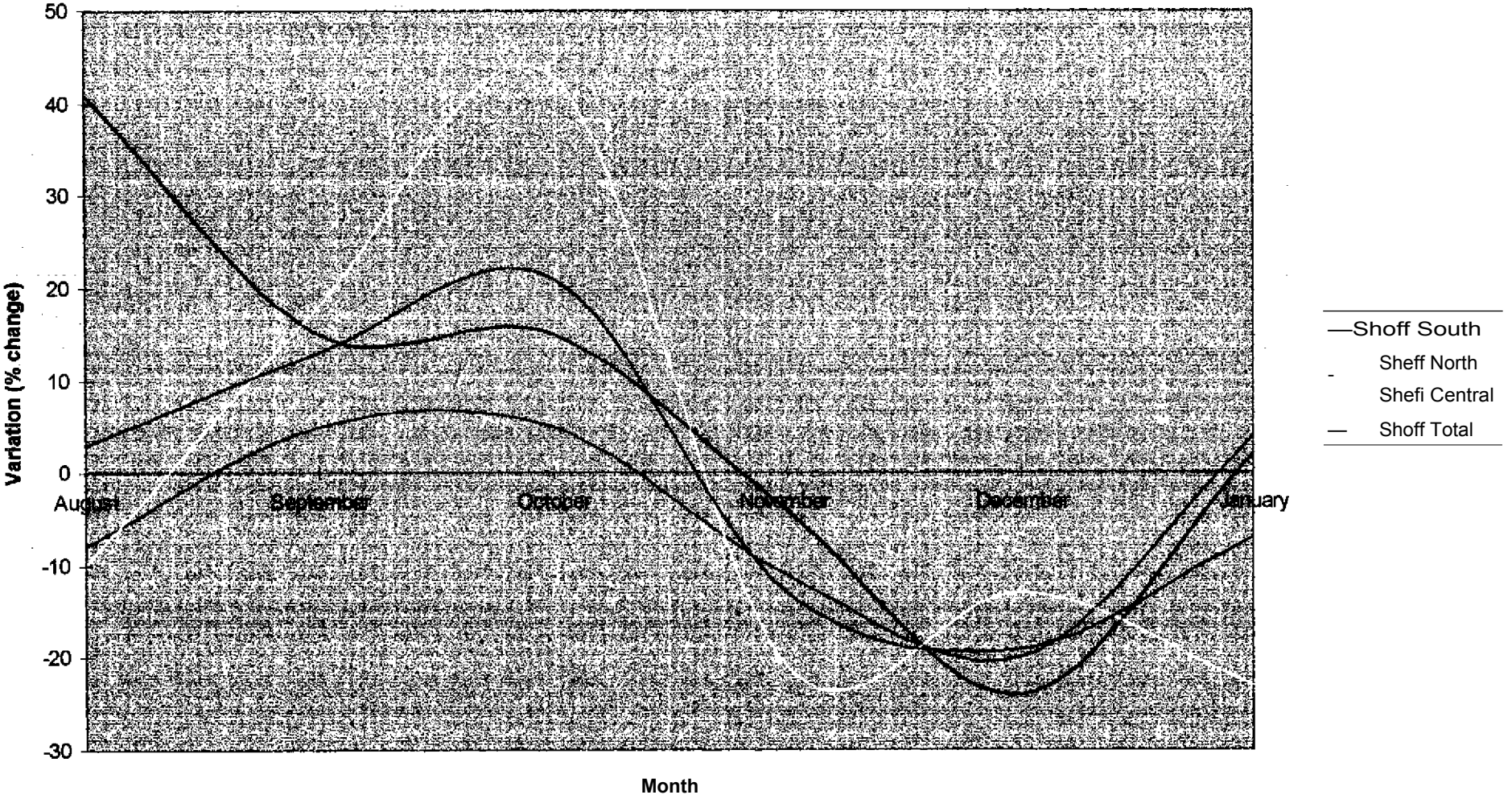
CONTEXT	±	NEW MECHANISM	OUTCOMES
No analytical regime to assist in the effective sighting of ANPR	+	Partnership work with The University of Sheffield Geography Department to develop new GIS software via a Home Office funded grant.	Accurate analysis of where vehicles are stole' from & abandoned at, add weight to the reasons for deployment of ANPR in a specific location. Makes deployment of expensive resource more cost effective. (13)
High incidences of vehicle crime within a small geographic area with attached quality information about suspects.	+	Sustained deployment of Mounted Police Officers within identified area throughout the lifetime of the project. Daily analytical reviews of effectiveness fed back to mounted section.	Reduction in recorded vehicle crime within identified area during patrol times. Similar benefits maybe gained by applying same approach & at other key times of the day. (14;
Lack of registered informant information entering SYPOL databases in relation to key nominals.	+	Moss Way FIO (Vehicles) identifies this issue & triggers activation of key informants in relation to key suspects.	Operation Headlight takes on a far more pro-active targeting of key nominals resulting in arrests. Each SYPOL district will undoubtedly benefrt from a dedicated source-handling unit. (15)
No exhibit or disclosure officers assigned to operation from the outset.	+	When officers eventually assigned, after arrest & process of key nominals, had to play `catch up' due to the volume of exhibits involved.	Continuity & movements of exhibits placed in jeopardy the process of the nominals. Officers had no focal point to access exhibits required for interview purposes, file preparation etc. (11
No generic analytical regimes in place across SYPOL for major crime initiatives	+	Development of regimes to direct intelligence led policing with project environment.	Regimes can be utilised in any crime project arena in any district within SYPOL by the respective analyst for the district. (17)
c.200 analytical regimes invoked during lifetime of project across all SYPOL databases.	+	During disclosure process, all regimes re-examined & checked for error & opinion by independent analyst. Construction & **development** processes discussed in context of project.	Disclosure process of analysis more robust. Better decisions made as to sensitive & non-sensitive issues from an analytical perspective Enhances analytical work as a whole. (18)

CONTEXT	+	**NEW MECHANISM**		OUTCOMES
Vehicles stolen in burglary offences difficult to identify looking at existing crime management system offence categories.	+	Develop new crime category called BURGLARY-VEHICLE.	=	Analysts across the force will be able to identify much more quickly connected incidences of burglary-vehicle. This will allow the service to engage active criminals involver in this crime type at a much earlier stage & through early detection prevent large-scale crime. (19)
Ditto	+	Ditto		Detailed analysis on this new crime category will save time on developing hypotheses to be fed back into the intelligence cycle. Analysts will no longer have to trawl through several databases to see if vehicles have been stolen as a result of burglary dwelling or burglary-other. (20)
Ditto	+	Ditto		The force will have the ability to focus its attentions on relatively new crime phenomena & develop innovative multi-agency interventio strategies to combat this growing offence type (21)
Little or no historical crime data or **operational** intelligence for areas of low crime incidence or newly built housing	+	Increase knowledge & intelligence base of such areas by utilising traditional policing methods to capture relevant information. This information should then be placed on OIS & disseminated where necessary by local intelligence unit.	=	SYPOL better prepared to combat any rise in BURGLARY-VEHICLE within previously considered low crime or new housing areas. (22)

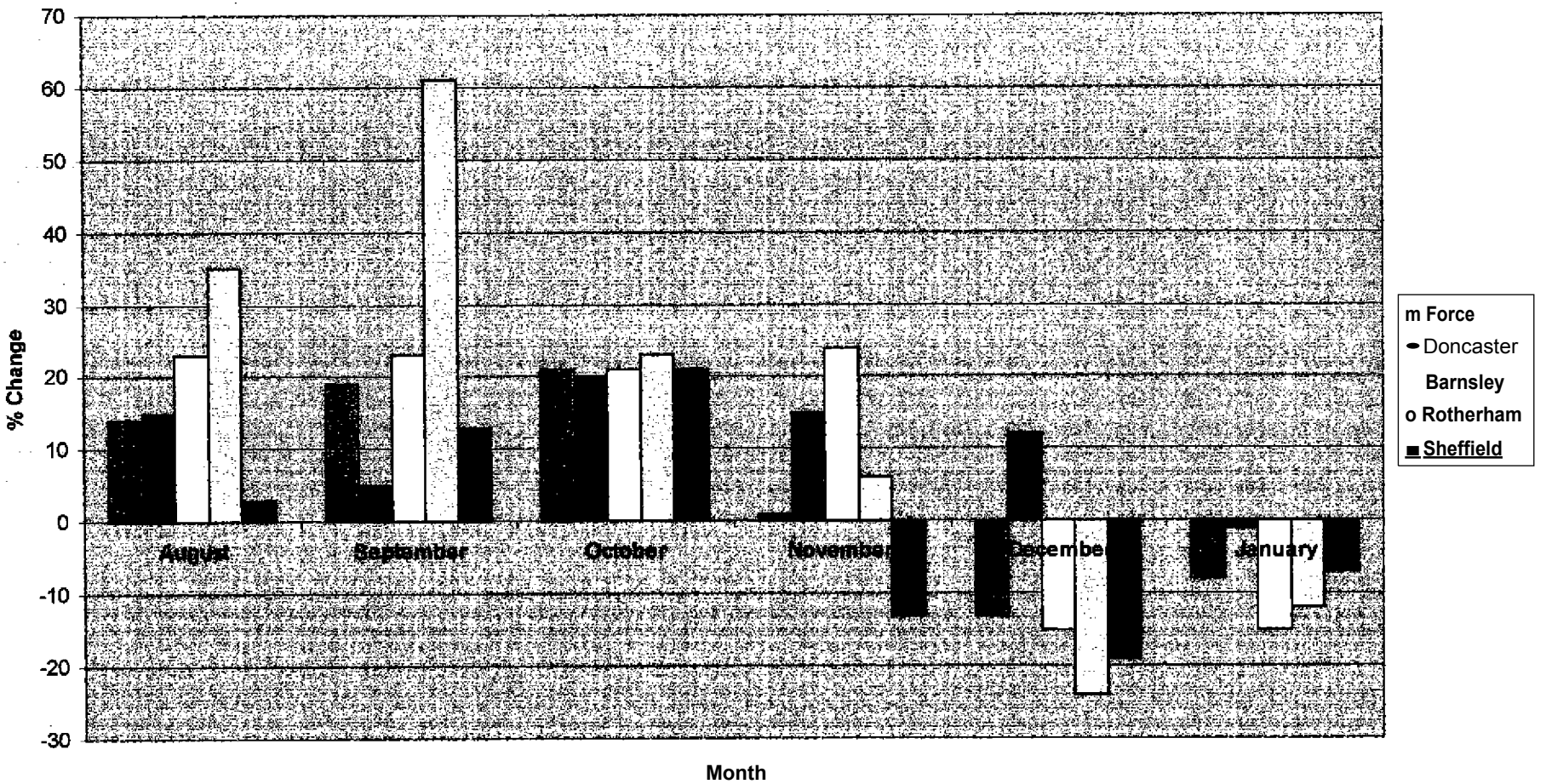
CONTEXT	+	**NEW MECHANISM**	OUTCOMES
No existing demographic information available to SYPOL for intelligence purposes	+	Consider a partnership approach to integrating demographic data sets into SYPOL systems. Include vehicle on=line descriptive searches (VODS) from PNC.	More directed crime reduction initiatives at a pertinent audience. Provides a cost-effective solution instead of traditional `blanket' crime reduction campaigns. (23)
Traffic Intelligence/Operational Intelligence personnel location. Disjointed function. Led to undue criticism & morale issues.	+	All intelligence officers to be single site based.	Allows better liaison between pertinent departments & more achievable operational packages to be produced within respective departmental constraints. (24)
Lack of traffic based de-briefs after operations being completed.	+	Full de-brief requirements to be included in main body of the operational order. (Should be mandatory & subject to force policy for all operational orders of any type.)	Results of operations to be discussed fully wit officers involved. Information fed back into the intelligence cycle for further analysis & action where considered necessary. (25)
Unavailability of Task Force personnel due to major incidents.	+	In future initiatives, task force to be utilised to enforce bail curfews, warrant execution, high profiling policing & disruption tactics.	Should bring into intelligence cycle, more pertinent information about key nominals. Will ensure bail conditions are being adhered to. Will give a higher police profile within the lots community which may encourage better reporting of offencesfincidents to the Police. (26)

CONTEXT		**NEW MECHANISM** ·		OUTCOMES
Analysis from a crime reduction perspective only commenced at the start of the initiative.	+	Earlier analysis of perceived problems in conjunction with crime reduction officers to be undertaken.	=	This will allow crime reduction officers and analysts to work together at an early stage to develop intervention strategies across a multi• agency basis. (27)
Perceived inactivity of development of crime reduction measures in highlighted areas.	+	Better liaison and advanced planning between key partner agencies to focus on chronic repeat problem areas.	=	Better long-term solutions to environmental based problems addressed by other identified 'lead agencies', not necessarily the police. (21
Initially, project did not have a solution to providing wide scale vehicle security products to identified vulnerable vehicle owners.	+	Partnership approach with commercial based vehicle security company (Autolock 2000) to provide a Sold Secure & Thatcham approved device.		Allows public to purchase a quality vehicle security device at a vastly reduced cost. Give: large scale publicity to company & generates revenue to allow further crime reduction initiatives. **(29)**
European legislation to be adopted within the UK in relation to the disposal of scrap vehicles.	+	Partnership approach between identified agencies to plan strategically for introduction of new legislation.	=	County as a whole can address prospective vehicle dumping issues, which under normal circumstances will have large environmental impact within certain geographic areas. (30)

Recorded variation in offences of theft fromlof motor vehicles, Aug 01 to Jan 02



A Comparison of Changing Offending Rates, Aug 2001 to Jan 2002
Audited data from SYPOL CMS



OPERATION HEADLIGHT SUMMARY

A submission for the Fourth UK national award for excellence in Problem Oriented Policing

*Ga**ry** Birchall and Richard **Fawkes***

May 2002

The issue of vehicle crime within most law enforcement arenas has historically both in the UK and abroad raised more questions than it has answers. Crimes committed against individuals and their vehicles have consistently been on the edge of the spotlight due to the difficulties on deciding what exactly is the victim? Is it the owner of the vehicle, is it the vehicle itself, is it the location where the vehicle was attacked, stolen or ultimately abandoned or a combination of all these factors?

South Yorkshire Police, via its Headquarters Tasking and Co-ordinating, group is currently developing a series of Strategic Intelligence Assessments, authored by the organisations Principal Intelligence Analyst, Tony Farrell. The Vehicle Crime assessment was completed and published by South Yorkshire Police in August 2001. This particular document was the starting point of the analysis both from a strategic and tactical perspective and has influenced operational policing at basic command unit (BCU) level.

The programme that this document goes onto describe has been borne out of the strategic assessment & will go towards the development of a template for use by all of South Yorkshire Polices' districts when considering an approach to engage vehicle crime issues.

The Analysis of the problem.

Operation Headlight has had some advantages in that the problem addressed, vehicle crime, has been subject to a strategic assessment on a district by district basis by a headquarters team of analysts working on all available South Yorkshire Police data. That assessment was utilised, in the first instance, to determine which geographic area should be selected to be the focus of attention for the Forces' vehicle crime project, the area chosen being Sheffield South.

Having looked at the problem strategically, it was quickly confirmed that on a local tactical level that Sheffield South suffered chronically from vehicle crime and was regularly the weekly focus of debate at tasking and co-ordinating meetings within the district. in effect and in line with the national intelligence model, Sheffield South were regularly developing **problem profiles** at local level which **ultimately would** assist the force as a whole in considering strategy & tactics to combat vehicle crime.

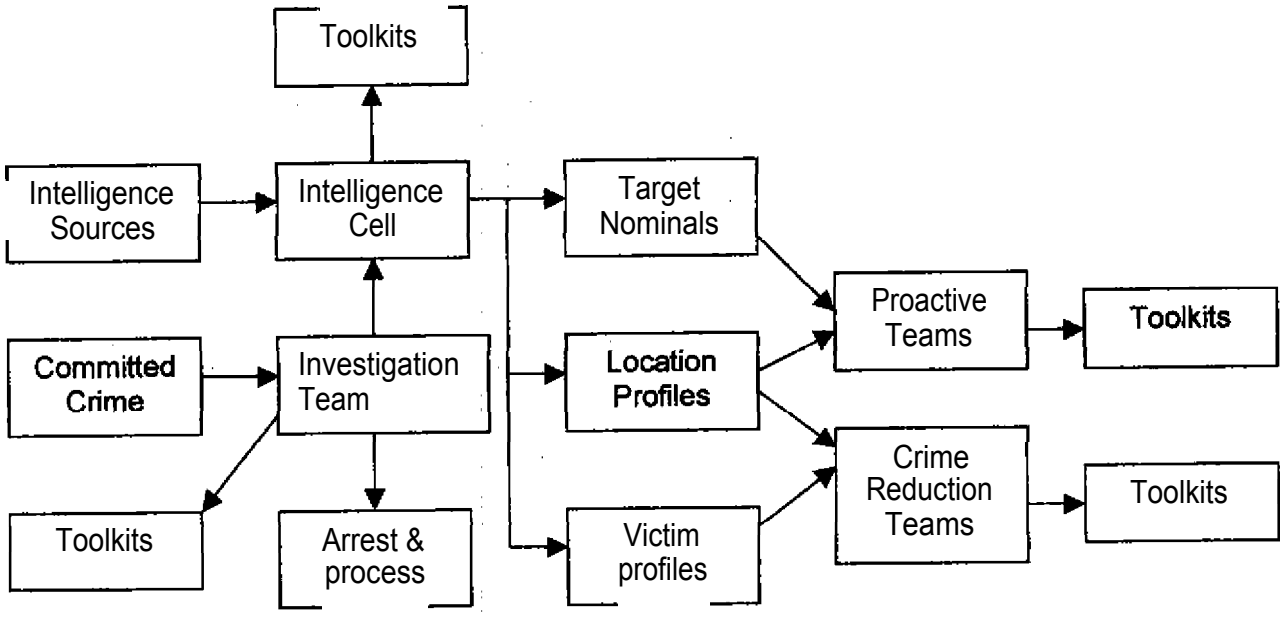
TheStrateav Development.

Four core themes were developed from the strategy development, these were;

- Crime reduction initiatives
- Intelligence Cell
- « OvertlCovert policing
- Standards of investigation

From these considerations came the development of how the initiative would operate on a day to day basis, with each of the four core themes & the **personnel** assigned to the themes interacting towards a common operational aim. The structure of the **operation is displayed in figure 1 below.**

***Fiaure*1: Operational Structure of Operation Headlight.**



Intelligence Cell Toolkit.

Technology
Informants
Community Intelligence
Prison Intelligence
Benefits Agency
Housing department
Cell intervention
Crime Stoppers
PNC
Fire Brigade
Neighbourhood Watch
GIS
Probation Service
Analysts .

Investigation Team Toolkit

Collation of forensic evidence
PNC
Witness Identification
Evidence Gathering
Scene attendance where necessary
Arrest & Process
Post arrest procedure
Remand
CJU Liaison
ASBOS

Proactive Team Toolkit

Technical surveillance
Static & mobile ANPR
Warrant execution
Bail condition enforcement
High profile policing
Disruption tactics
Directed patrol
Large intercept operation
Small intercept operation

Crime Reduction Toolkit

Media campaign
Target hardening
Vulnerable vehicle scheme
Vehicle lock distribution-partnership
Electronic information points
CCTV-Improve current systems
Secure car parks
Capable guardians
Car park watch

Monitoring&Evaluation.

The impact of the response to the measures employed to address the vehicle crime problem was monitored by 3 analysts, one of which evaluated, the project as a whole.

As well as reviewing the outputs achieved during the lifetime of the project, which was achieved by the daily update of a statistical digest, a major concern for the organisation, was looking at how participants within a major enquiry achieved certain goals.

A realistic evaluation was therefore undertaken to examine the mechanics and processes of the project, which resulted in a **series** of **recommendations being** made encompassing all areas of the project.

The aim of this type of evaluation was to enable the organisation to understand with greater clarity, the mechanisms through which such an initiative achieves change, so that the organisation begins to understand how certain conditions are necessary for engaging initiative mechanisms and that once it is understood how change has been achieved the experiences are shared accordingly within the organisation so that the evaluation becomes a cumulative experience from one initiative to the next.