

Tilley Award 2003

Metrocentre Vehicle Crime

Category:

Crime and Disorder Reduction

Police Force :

Northumbria

Endorsing Chief Officer

Assistant Chief Constable J D Scott

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Metrocentre

Vehicle Crime

Problem solving Project



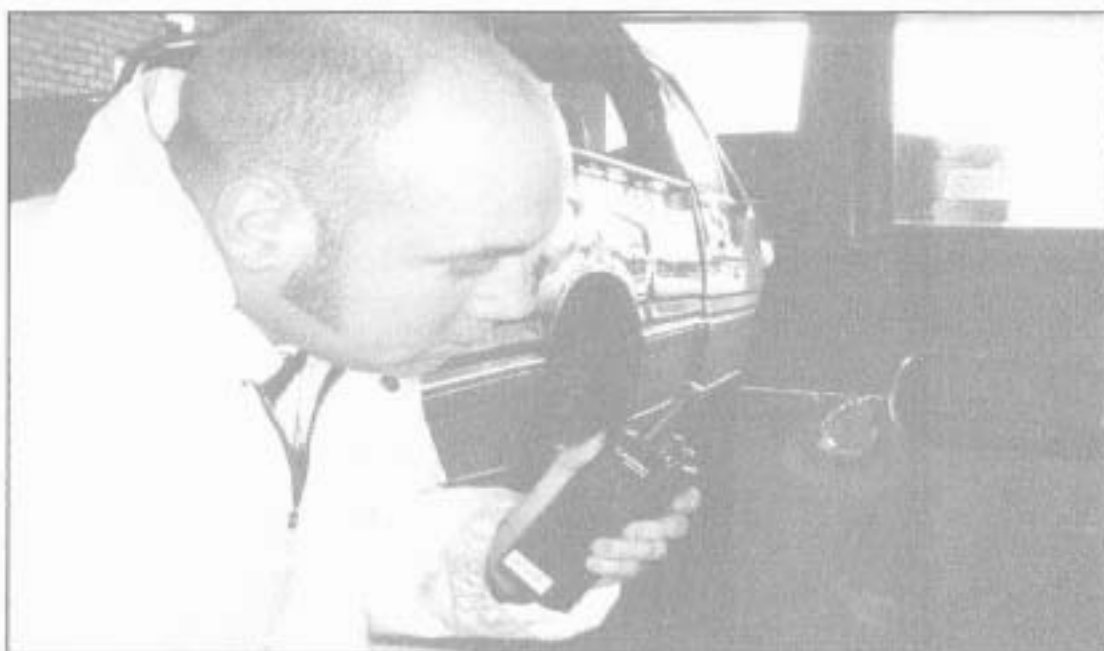
Compiled by Sergeant 3593 Alan Parks

May 2003

Auto Crime problem solving strategy
Gateshead Metrocentre January 2000 to May 2003



Joint Police and Security patrols



Specialist forensic security team



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SUMMARY

Metro Centre Vehicle Crime

Northumbria Police

Contact: Sergeant Alan Parks, Tel: 0191 4547555 Ext 64364

The Metro Centre is one of the largest shopping and leisure complexes in Europe. It is situated to the west of Gateshead and provides free parking to an average of twenty thousand cars per day. The Centre attracts thirty million visitors a year using over twenty million vehicles. The Centre is owned by 'Capital Shopping Centres' (CSC).

The security contract for the Metro Centre is subcontracted to St James' Security, who have responsibility for the shopping malls and car parks.

Policing is provided by Gateshead West Area Command (GWAC). The police team consists of a Sergeant and ten police officers, four of whom are funded by CSC as Community Beat Managers.

During 2000 a sharp rise in reported auto crime was evident. A total of 529 offences were recorded. The lowest number of crimes for a month period was 27, whilst the highest month period total was 80. This information was collated from the Northumbria Police crime recording database, using the search criteria of location of offence, and Home Office classification for the offences of:-

- A) Theft of unattended motor vehicle
- B) Theft from unattended motor vehicle
- C) Damage to unattended motor vehicle
- D) Motor vehicle interference

Between October 2001 and March 2002 an in depth analysis was conducted. This focused on the three main areas of problem solving :-

- 1) Victim.
- 2) Offender.
- 3) Location.

The short-term response consisted of high profile police and security patrols, co-ordinated to peak times and crime 'hot spot' areas. This was supported with the use of covert operations. The effectiveness of this response was measured by the reduction in recorded crime, the number of intelligence items gathered, and the number of arrests for auto crime.

The medium and long-term response consisted of :-

- 1) The development of proactive and preventative measures in respect of offenders.
- 2) The development of crime prevention and investigative skills in relation to both police and security.
- 3) The development of a co-ordinated patrol strategy in relation to police and security.
- 4) The development of preventative measures in respect of car park design and maintenance.
- 5) The development of a dedicated auto crime beat manager.
- 6) The establishment of a weekly tasking and co-ordinating group which is attended by representatives from Police, Metrocentre management and St. James's security.
- 7) The development of an information exchange policy between Police, Metrocentre management and St. James's security.
- 8) The development of a victim survey.
- 9) The development of an auto crime prevention, investigation and prosecution strategy.

The success of this problem solving initiative was measured by the reduction of crime, in the following categories :-

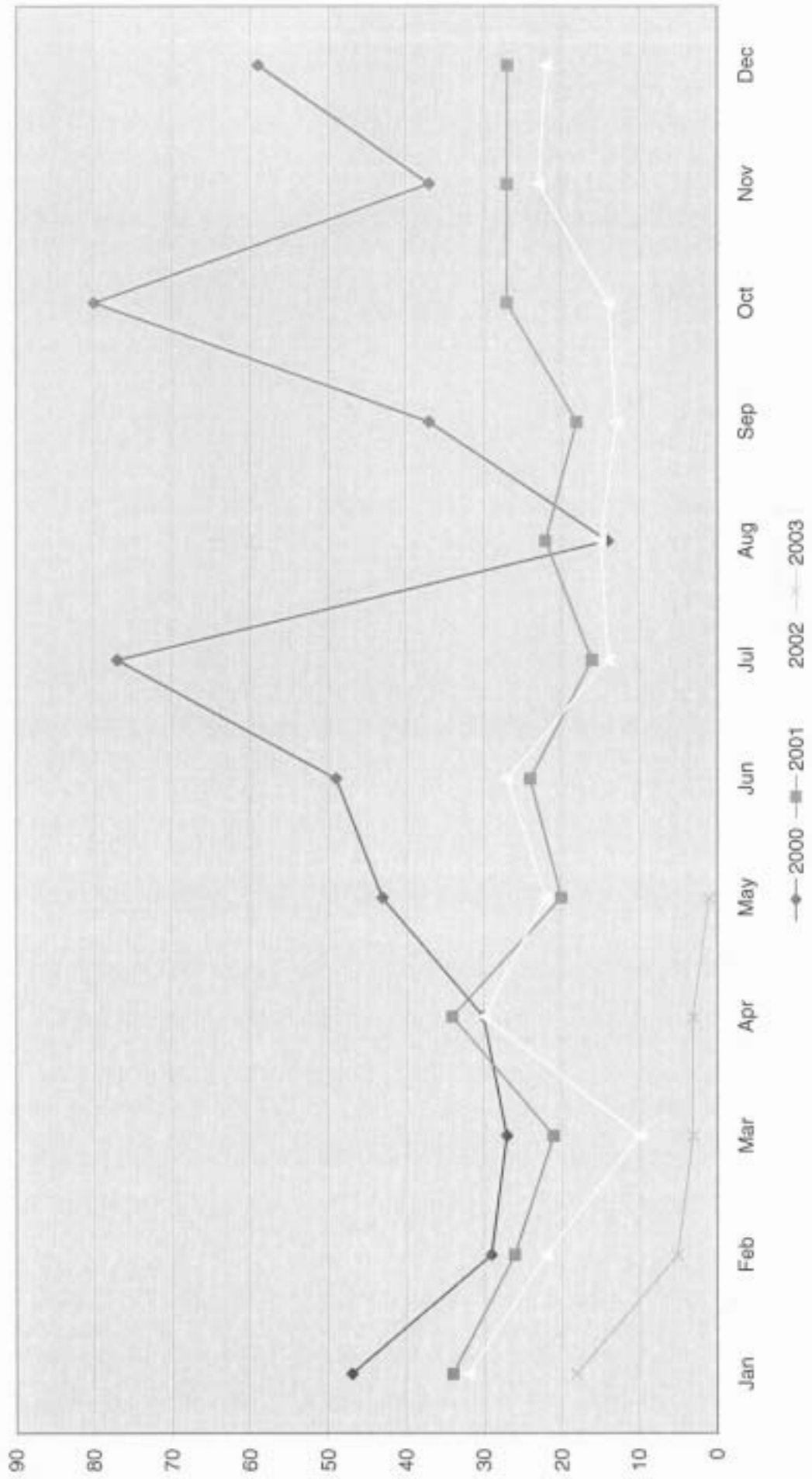
- A) Theft of motor vehicles.
- B) Theft from motor vehicles.
- C) Damage to motor vehicles.
- D) Motor vehicle interference.

The key target was to reduce vehicle-related crime during 2001 by 10% on reported crime for the year 2000 , and reduce 2002 by 3% on the year 2001.

The project achieved reductions of 46% and 14% respectively. The year 2003 is currently showing a further reduction of 55%.



Vehicle Crime Since 2000



Scan

The Gateshead Metro Centre is a retail, shopping and leisure complex which provides up to 60,000 free car parking spaces per day.

The complex is divided into quadrants of Blue, Green, Red and Yellow. Each shopping quadrant is adjacent to its respective car park, also known as Blue, Green, Red and Yellow.

The Green and Red car parks comprise of large outside areas which are to the South of the complex, running parallel to the main arterial route of the A1. The Blue and Yellow car parks also have their own outside parking area but this is supplemented by its own multi storey car park (5 levels) due to its proximity to the complex's leisure facilities.

Following an increased rise in reports of auto car crime at the Gateshead Metro Centre, between January and December 2000, a problem solving identification form was submitted to the Gateshead West Area Command. This led to the scanning of the problem which confirmed that auto related crime, namely theft of motor vehicle, theft from motor vehicle, criminal damage to motor vehicle and motor vehicle interference, had risen through the year. Auto crime for the year period of 2000 recorded a total of 529 , the highest months being July and October, 80 crimes.

The identification of the problem was subsequently upgraded to a S.A.R.A. problem solving package. This indicated that the Area Command required for future analysis of the problem to be carried in order to fully establish the causes of the problem, and to put in place sustainable solutions. While this medium term response was being commenced it was decided that the following short term measures be implemented:

SHORT TERM RESPONSE

Operation RIVERSIDE - January - March 2001.

The purpose of this action was to co-ordinate police responses and direct high profile, reassurance patrols to the area most affected. Initially all car parks were provided with the necessary patrol cover.

Police resources were briefed on a daily basis in accordance with any intelligence and current crime trends.

Operation BEAVER - March 2001 to date.

Although similar in nature to Operation Riverside, Operation Beaver also provided for covert and plain clothed patrols by police officers. Due to the sensitive nature of this response it was necessary to ensure that the relevant authority was given to allow non targeted observations in a public place.

Briefings were also held on a daily basis and both uniform and plain clothed officers were deployed into crime hot spot areas. Another tactic was also decided whereby uniformed officers were deployed into comparatively low crime areas and plain clothed officers were deployed into the high crime area.

In order to evaluate the effectiveness of the operation, officers submitted daily return sheets which indicated proactive measures in respect of crime prevention and detection.

Operation SILVERSIDE - December 2001

Again this operation was similar in nature to the previous operations. The purpose of Silverside was to co-ordinate resources on a neighbouring area command basis who were directly or indirectly affected by auto crime at the Metro Centre.

Newcastle North, Newcastle West, and Gateshead West officers conducted joint

uniform and plain clothed patrols in order to prevent and detect auto crime. The officers were briefed on a daily basis as to current intelligence and crime information. They were then deployed on a mixed basis, i.e. 1 officer from Gateshead West area command and 1 officer from Newcastle North area command etc. The purpose of this was to encourage the sharing of intelligence between area commands and also to improve the chances of identification of offenders travelling across area command boundaries.

In order to evaluate the effectiveness of the operation, officers submitted daily returns sheets which indicated proactive measures in respect of crime prevention and detection.

ANALYSIS

In order to fully analyse the causes of the problem it was necessary to establish a Tasking and Co-ordinating Group between the partners,

Northumbria Police
Capital Shopping Centres
St. James Security

This group met on a weekly basis in order to, discuss current crime trends, forecast perceived crime trends and to agree responsibility for decisions on tasks to be completed and analysis preparation.

Analysis of the problem was conducted in accordance with the principal of LOCATION, OFFENDER, VICTIM and METHODS OF OPERANDUS.

The results were as follows:-

VICTIM ANALYSIS

Between January 2002 and March 2002 a survey was conducted with all victims of auto crime, who had visited the Metrocentre between August 2001 and February 2002.

- 1) At the time of the offence 90% of victims were parked on level 3 of the blue and yellow multi storey car parks.
- 2) At the time of the offence 90% of victims were visiting leisure facilities between 1900 hrs. and 2230 hrs. per day.
- 3) 70% of vehicles involved were small hatchback cars which were targeted for their cd players and alloy wheels.

OFFENDER ANALYSIS

Crime/M.O. survey conducted between January 2001 and January 2002 by Metro Centre Police Supervisors.

- 1) Of all the car parks, level 3 of the Blue multi storey was identified as the main crime hot spot in comparison to the other car parks. Auto crime on level 3 was three to five times higher in ratio of offences committed.
- 2) 95% of offences are committed between 1900 hrs. and 2200 hrs.
- 3) 30% of vehicles are recovered within a 5 mile radius of the Centre.
- 4) 70% of vehicles parked near to the stairwells in the Blue multi storey car park are targeted by criminals.
- 5) 25% of vehicles stolen are found abandoned and have had their alloy wheels stolen.

LOCATION ANALYSIS

Between October 2001 and March 2002 Sgt. A. PARKS conducted a location survey with the assistance of Mr. T. ATKINSON (Metro Centre Security Manager) and Mr. S. BARRON (St. James Security Manager). The findings were as follows:

- 1) Blue Car Park stairwell near to bus concourse area, indicates criminal activity, i.e. graffiti and drug use.

- 2) No co-ordinated response to auto crime incidents between police and security.
- 3) No direct communication link between police and security guards patrolling the car park.
- 4) No intelligence and crime hot spot briefings provided to security guards who patrol the car park.
- 5) No information exchange protocol between Police and Security.
- 6) Security guards have little or no crime prevention and investigation skills.
- 7) Multiple points of exit and entry to the Blue multi storey car park.
- 8) Inadequate CCTV coverage.
- 9) CCTV images are often of poor quality, particularly during hours of darkness.
- 10) Position of CCTV cameras enables offenders to hide their faces when exiting in a stolen car by simply lowering the sun visor.
- 11) No live monitoring of CCTV.
- 12) Fluorescent lighting within the car park was found in places to be inoperative, particularly near to the stairwells.
- 13) The car park is situated close to bus, taxi and railway platforms.
- 14) There are easy exit facilities from the car park onto the complex ring road and exit junctions.

- 15) During the early part of the day there is a good view across each level of the car park, however once the car park is full the view across the parking levels is restricted by the rooftops of the cars.
- 16) During peak periods, despite there being no available parking spaces on level 3 there is a continuous flow of traffic. This allows criminals to circulate around the parking area among genuine park users.
- 17) The security cabin is situated on the ground floor. It is bland in appearance and has clear glass windows which allows criminals to monitor security guards.
- 18) There was no established system for the viewing of CCTV tapes in order to detect offences and identify offenders.



Bugging the car thieves

By **PAUL McMILLAN**

SCI-FI Moonraker buggies have helped slash car crime in the region's biggest shopping centre by almost half.

Gateshead MetroCentre security staff were the first in Britain to get the carts, last February, to deter thieves.

After the first full month the buggies were in service, the centre achieved the second lowest month of car crime ever - with only ten incidents.

One year on, they have proved so successful car crime has dropped by 43 per cent.

The vehicles have been backed by other crime cutting measures - including mobile observation platforms and hand-held cameras.

Metro crime slashed

A car-squad of dedicated security staff also patrols the car parks.

Chief Inspector Ralph Logan, of Gateshead West Police, said the crime cut was the result of close work between police and security staff. He added: "The partnership we have between Northumbria Police and the MetroCentre is a unique and forward thinking opportunity."

The reductions in crime are just one example of the results from this. We need to emphasise that working, shopping and visiting the MetroCentre has always been and still remains a very safe and enjoyable experience."

MetroCentre services man-

ager (security), Terry Atkinson, said: "The buggies have been a big success. They have a high profile so they are visible."

"They are a useful deterrent which is one of the main reasons they were used."

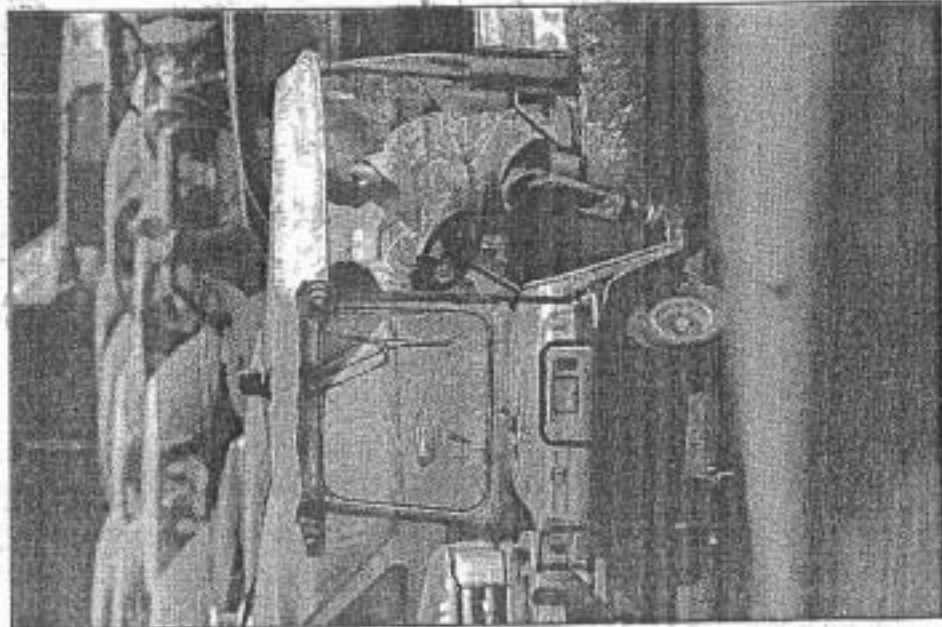
Several carts patrol the car parks and service yards 24 hours a day.

Security staff have been trained to drive the vehicles.

The buggies were also introduced to perform a health and safety role and help shoppers in distress.

They are each equipped with emergency and first-aid kits, a fire extinguisher, battery starter and cordon tape.

paul.mcmillan@lncwmedia.co.uk



CRIME FIGHTER - a MetroCentre Moonraker buggy, which has helped slash thefts **PICTURE: IAN BUIST**

Buggies help cut crime at centre

BEAT THE VILLAIN

NEW Moonraker buggies are helping to crack down on car crime at the MetroCentre. The Gateshead shopping centre, the first in the country to provide high visibility security buggies as a car crime deterrent and health and safety initiative.

The golf style buggies provide a strong deterrent in cases of car crime and help ensure the safety of shoppers.

Several Moonrakers patrol the car parks and service yards around the Centre 24 hours a day.

There are a number of staff from MetroCentre's contract security company, St James Security and MetroCentre Security, trained to drive the new vehicles.

The new vehicles have the full support of Northumbria Police and are adorned with the battenberg livery used by Northumbria Police.

The Moonrakers are also available to help shoppers in distress, boasting a significant carrying capability and can hold traffic cones, emergency kits, cordon tape, first aid kits, a fire extinguisher and even a battery starter.

MetroCentre Services Manager (Security) Terry Atkinson said: "The vehicles are manned by two trained security guards at all times and enable guards to patrol all car parks more often, enabling them to respond quickly to potential problems.

In their short period of operation they already proved successful. In the first quarter of the year car crime is down by 12 per cent (with total crime down 25 per cent).

In the first full month that the buggies have been running the Centre achieved the second lowest month of car crime ever, with only 10 incidents in March.

Metro police slash crimes

BOBBIES on the beat are helping make the MetroCentre one of the safest shopping and leisure centres in the country. In the year since Gateshead West Police took up their beat in the shopping malls, crime and disorder has plummeted. Retail crime is down 55pc, car crime by 14pc and the detection rate for car crime has almost doubled. This follows a 45pc reduction in car crime the previous year. Retailers and businesses work hand in hand with the four officers patrolling the Gateshead centre as part of the scheme, which is a partnership between Northumbria Police, MetroCentre Police, Security, retailers and leisure operators.

Sgt Alan Parks, who heads the police unit based at the MetroCentre, said: "Working in partnership has already brought reductions in crime and in the next year we are looking to continue this success and increase the number of partners."

The four beat officers meet with staff from their own mall section every month and a steering group, including a retailer/business from the red, green, yellow and blue mall and the beat managers, meets every four months to discuss reduction of crime.

In the first year the officers worked hard to establish themselves and have shown initiative and imagination in their own particular aspects of problem solving and the needs of their community partners. All of this helps maintain MetroCentre as one of Britain's safest shopping centres.

RESPONSE

- 1) High profile and targeted/non targeted surveillance by police. Although this was a short term response, its benefits are relevant for long term action.
- 2) A comprehensive training package was developed to improve the performance of St. James Security guards. Training includes crime scene management, forensic evidence preservation, criminal methods of operating, crime prevention skills.
- 3) A dedicated auto crime team was established by St. James Security. The team consists of ten guards who operate around a shift pattern which covers the peak demands. The guards receive regular briefings from police in respect of crime prevention, offender/suspect recognition, offender methods of operating, daily crime trends. A direct radio link was provided by Capital Shopping. This allows police and security guards to communicate more effectively and provide an immediate response to a live crime occurrence.
- 4) A weekly Tasking and Co-ordinating Group (TCG) was established between police, Metro Centre security manager and St. James Security manager. This facilitates a co-ordinated deployment of resources.
- 5) Problem solving training was provided to the Tasking and Co-ordinating Group through Gateshead Metropolitan Borough Council.
- 6) An auto crime strategy was developed by Metro Centre police. This established an action plan in relation to all aspects of auto crime, namely prevention, investigation and prosecution of offenders.

- 7) Identified persistent offenders are subjected to strict conditional bail restrictions or requests for a remand in custody. This action is also followed up by the officer in charge of the case who attends court in order to support the bail/remand application, thus making it more difficult for offenders to return to the complex.
- 8) A joint media strategy was developed between Metro Centre police, management and security. This ensures a positive release to the media in order to promote public reassurance.
- 9) Capital Shopping supplied two electric buggies to provide mobile cover and response to the car park. The St. James Security auto crime team have been trained to use the vehicles and, together with their police investigative and crime prevention training, this strengthens the capability of the team. The buggies have also been provided with police reflective vehicle stripes. This also enhances the visual impact of the buggies and in turn promotes public reassurance.
- 10) A police patrol strategy was also produced in order to ensure that full use is made of resources and that they are deployed to hot spots at peak times. The strategy also incorporated a briefing plan to provide officers with current offender and crime information.
- 11) A post charge interview plan was developed which allows the Metro Centre police team to gather valuable information in respect of criminal performance of area.
- 12) In order to prevent crime and promote public reassurance the car park stairwells were repainted. Regular patrols by both police and security guards were commenced in the stairwells to prevent their use by criminals.

- 13) Metro Centre security have introduced a CCTV tape viewing procedure following the report of an offence. Security liaise with Metro Centre police in respect of criminal activity recorded on tape, they then ensure the preservation of the tape.
- 14) A mobile security viewing platform has been designed and installed in the car park. This allows security to have a clear view of the car park at peak times.
- 15) Metro Centre management are to review present CCTV systems and monitoring procedures.
- 16) Security Guards were equipped with hand held camcorders in order to provide a mobile CCTV system.
- 17) A dedicated auto crime beat manager was provided to the police team. This officer focused on offenders, victims, location and m.o. They also prepared a pre-arrest intelligence portfolio. See ASSESSMENT.
- 18) A decoy strategy was formulated between Police and Security with the intention of reducing the offenders ability to become familiar with the area within which they commit crime.
- 19) A system of closing down car park areas was introduced between Police and Security. The intention of this was to contain any suspicious persons or vehicles with the minimum disruption to other visitors. This became known as "the Net" and is very effective in the arrest of offenders and the recovery of stolen goods.

ASSESSMENT

Between January 2001 and January 2003 the problem solving package was assessed by Inspector Bentley. In order to assess the effectiveness of the project a business plan was agreed between Northumbria Police and CSC. This was implemented in 2001 and introduced targets to be achieved in the reduction of crime. It was measured at three month and twelve month intervals. The plan was adapted from year to year to ensure it was specific, measurable, achievable, realistic and timed.

In 2001 the assessment was based on the criteria of reducing auto crime by 10% on the year 2000, in accordance with the business plan for the Metro Centre. The total number of auto crime for the year period of January to December 2000 was 529

The total number of auto crime for the year period of January to December 2001 was 281. **This showed a reduction of 46%**

Due to the impact on auto crime by initiatives developed from the problem solving model for the blue car park, the same tactics were extended to all of the Metrocentre carparks.

In 2002 the assessment was again based on the reduction of autocrime by 3% on the year 2001

The total number of auto crime for the year period of January to December 2002 was 244. **This showed a reduction of 14 %.**

In addition to this the detection rate for auto crime rose from 11% to 25 %.

A further assessment of the problem solving package was conducted between January 2003 and May 2003. This revealed the lowest vehicle related crimes at the Metrocentre since it opened in 1984. Reported crime so far this year shows only one vehicle stolen and twenty one vehicles subjected to theft. March and April have shown only two offences per Month, and May at the time of the submission of this document only shows one recorded offence. **2003 shows a further reduction of 55%.**

The proactive work between Police and Security has brought about the arrest and prosecution of ten persistent offenders, who have received custodial sentences.

The efficiency of the Metrocentre TCG has brought about major change to the location element of the problem ie, Security Patrol Buggies, improved car park design, intelligence based cctv, environmental intervention (removal of graffiti and other evidence of antisocial behaviour).

The assessment of the problem solving project was completed as a positive problem solving model, which is reviewed on a six monthly basis.

MetroCentre team wins award for safety

THE management team at Gateshead MetroCentre has been recognised as the Northumbria Community Partner of the Year.

A spokesman for the shopping centre said in the 17 years since MetroCentre opened the malls had always been recognised as one of the safest places in Britain to shop.

The partnership, which involves the MetroCentre's 300 retailers and leisure operators, Northumbria Police, Gateshead West Area Command, the centre's management team and St James' Security, which is the centre's security contractors, has achieved a significant reduction in all levels of crime and disorder at the centre.

The award recognises the achievements of the combined team which is working closely together on a number of innovative projects.

MetroCentre general manager Ron Woodman received the award at a ceremony at Newcastle United Football Club's St James' Park.

He said: "The award is an acknowledgement to a tremendous amount of initiative, hard work and dedication by police officers, our own security teams and shop and leisure centre staff working in partnership.

"MetroCentre is now leading the field in pioneering security initiatives in shopping centres."



In safe hands: Assistant Chief Constable David Warcup presents the community award to Ron Woodman, of the MetroCentre

APPENDICES

Acknowledgement

Letters of note

Problem solving Audit

The following partners and agencies are acknowledged for their contributions during this project.

Capital Shopping Centres :-

- Security patrol buggies.
- Digital camcorders.
- Training facilities.
- Search metal detectors.
- Computer and monitor.
- Marketing and Media services.

Northumbria Police :-

- Forensic training to security teams.
- High visibility transfers for security buggies.
- Media services.

St James security :-

- Database and spreadsheets.

North East Retail Crime Partnership :-

- Assisting in preparation of an Information exchange protocol.

DVLA :-

- Provision of a mobile automatic number plate Recognition system.

Gateshead MBC :-

- Provision of problem solving training.
- Traffic management advice.

Barclaycard :-

- Funding for computer equipment and Covert cameras.

Police and security teams :-

- Sticky buns, tea and coffee.



The New
Metroland

Owned and operated by Arlington Metro Ltd,
a wholly owned subsidiary of Arlington Leisure Ltd

The New Metroland, 39 Garden Walk, MetroCentre,
Gateshead, Tyne & Wear NE11 9XY

Tel: 0191 493 2048 Fax: 0191 493 2904

Member of B.A.C.T.A. and B.A.L.P.P.A.

Mr Crispian Strachan
Chief Constable
Northumbria Police Head Quarters
Ponteland
Northumberland



22nd July 2002

Dear Mr Strachan

Re: Policing of and major reduction to crime and disorder,
The New Metroland, Metrocentre, Gateshead.

I felt compelled to write this letter due to the tremendous success that has been achieved by your team at the Metrocentre.

I am the first person to write and complain when things are not good but I feel it only fair to write and let you know of my total satisfaction in the achievement made with regard to the task that your on site officers have had to deal with.

I must first and foremost commend Sgt Alan Parkes who seems to be working relentlessly to pull the Metrocentre Management, Metrocentre Security and Metrocentre Tenants together as one team. He has certainly achieved this result better than anyone else that has ever been posted at the Metrocentre, even more to his credit he has maintained his efforts throughout his time here. Sgt Parkes is a very consistent officer and seems to be very good leading from the front.

For the first time everyone in the Metrocentre is singing from the same hymn sheet. This is a mammoth task to have achieved for Sgt Parkes and his team, for what is generally a relative short period of time.

Moving on to the individual team members i.e. P.C. Sonia Hudson, P.C. Steve Oliver, P.C. Anthony Hill, P.C. Eileen Drummond, P.C. Lee Stephenson, P.C. Julian Metcalf, P.C. Steve Roberts, P.C. Tony Johnson and P.C. John Bolt. Their approach not only to their duties but also to the tenants is faultless, all of these officers have put in such a tremendous amount of hard work and effort and they really have achieved fantastic results.

The number of crime or disorder problems taking place within my unit alone have dropped dramatically. Before your team arrived we had a regular band of approximately 20 youths with a cross section of faults i.e. alcohol, drugs, theft etc. Several of this band are now serving sentences and others have not been seen in the Metrocentre for months.

This really is down to the first class relationship and team effort that has developed between your officers and my staff.

I would like to think that you would pass on my gratitude but more importantly the gratitude of my staff and even more importantly although not spoken the gratitude of the 2.6 million visitors to my site each year, who can now reasonably expect to enjoy their visit without incident and leave The New Metroland and Mr B's Amusements with a memory of a fun filled day.

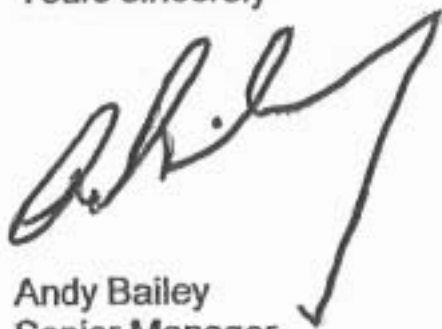
One thing I would like to say that does concern me a little is that Sgt Parkes and his team are certainly well in control of the Metrocentre from a law and order point of view and I would hate to think that just because they seem to be getting on top of the problem and the crime rates and reported incidents go through the floor then their superiors who will be sitting in offices unaware of the history decide to reduce or take that support away.

Believe me without the support of your officers and without people like Sgt Parkes and P.C. Sonia Hudson etc the Metrocentre would be back to square one within a matter of weeks and I would hate to think that we have to start all over again.

However I would like to think that those people at the top are fully aware and are totally in touch do not let this happen.

My final thoughts are keep up the good work and very many thanks to the entire Metrocentre Police team and their 100% support and effort.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andy Bailey', with a long, sweeping underline that extends downwards and to the right.

Andy Bailey
Senior Manager

Cc Superintendent Alan Curry Whickham Police.

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www.commonpurpose.org.uk

COMMONpurpose

Police Sergeant Allen Parks
Centre Management Offices
Metro Centre
Gateshead
NE11 9YG

15 May 2002

Dear Allen

Can I say a huge thank you for taking part in our Crime and Justice day on 9 May 2002.

The group thoroughly enjoyed meeting you and greatly appreciated the opportunity to see the work you all do behind the scenes at the Metro Centre.

The visit was a huge success and participants felt that they gained a better understanding of the issues under discussion.

Once again I would like to thank you for your support in Common Purpose.

With very best wishes



Jayne Curtis-Sloan
Senior Programme Director

F.A.O Sgt Parks
Metro Centre Police Station
Metro Centre
Gateshead
Tyne and Wear

24 February 2003

Dear Sgt Parks

Nicola Andrews

I write to update you with regard to the above named person. You participated in a youth offender panel meeting on 10 December 2002 which resulted in an agreement being reached and a contract drawn up to include the following interventions:-

- To complete 4 hours community reparation,
- To attend general offending behaviour programme on a one to one basis,
- Referral to NECCA,
- Referral to the Education Welfare Officer,
- Referral to the Community Education Officer.


To date, Nicola has completed her reparation and the general offending behaviour programme. Staff working with her inform me that Nicola has demonstrated a positive attitude towards her work and has been a willing participant. She has been punctual in attending all of her appointments and has not re-offended since starting her referral order.

Her final meeting is scheduled to take place on 24 March 2003 although her referral order will not be completed until 9 April 2003. If you would like to attend the meeting or would like any views represented on your behalf, please do not hesitate to contact me on 4400500.

Thank you for taking the time to attend the original panel, your participation was very much appreciated. The Y.O.T worker who was present told me it was one of the best panel meetings she has sat on due to your input.

If you have any queries regarding the above information, please do not hesitate to contact me.

Yours sincerely



Heather Routledge
Victim Liaison Worker



Gateshead
youth
offending
team