

# CASE STUDY

The purpose of this case study is to understand the impact of using a problem-solving approach in policing to find evidence-based solutions to situations. Dyfed-Powys Police uses the OSARA Model (SARA) to systematically identify, understand and sustainably resolve problems. This case study has been presented in this format.

This relates to the use of a Closure Order to tackle anti-social behaviour, an intervention under the 'Anti-Social Behaviour, Crime and Policing Act 2014'.

## Scanning

There was a significant amount of police intelligence regarding the involvement of an individual supplying Class A drugs from a rental flat in Temple Street, Llandrindod Wells. The 'problem' flat was on the third floor of a block of eight flats, with a total on three residents. There was also an issue with noise and related complaints regarding the 'offending' flat; loud music and activity.

The ground floor resident, a single male in his 50's, owns his flat and lives alone. Feeling completely isolated but terrified by the activity, frequent visitors and alike, he made no complaints to police but the daily events were cause of significant distress and had serious implications for his mental health which deteriorated over time. This victim was subject of all manner of abuse from the offending party, having received a picture of a gun through his letterbox on one occasion. He'd moved to Llandrindod Wells to retire.

In terms of extent, whilst the behaviour was of interest to police, the impact wasn't simply limited to the victim. The situation escalated, spilling into the street and effecting the wider community.

### Baseline data (police):

Intelligence suggested that the offender was heavily involved in the supply of Class A. Furthermore, the offender had involvement in organised crime and was travelling to Wolverhampton to collect drugs.

- November 2019 - July 2020  
20 Intelligence Logs all relating to Class A Drugs being dealt from the address (various local sources).
- March - June 2020  
9 Incident Reports and 10 Crimes (firearms, drugs, drugs possession, public order and criminal damage).

## Analysis

### Problem Analysis Triangle (PAT)

**Offender** - Originally from Newtown, the male is 36 years of age. He has addictions to heroin and alcohol. He's always been involved in the 'scene', selling drugs potentially to fund his own habit. He's been a big supplier for the town. The male is under the mental health team, engages with Kaleidoscope. Family history is widely unknown but it's assumed that ACEs are likely. He moved into his flat in October 2019.

**Location** - The building is of private ownership. The flats, leaseholds, all have separate ownership. Located on Temple Street, access is immediately off the street with single communal front access only. This building is a large Victorian converted house.

**Victim** - A male resident on the ground floor and owns his flat. He's lived at the address for a few years. Gentleman is in his 50's. Since the offender had moved in, he experienced issues sleeping and developed anxiety. No previous history and can be directly related to experience.

In addition, as the situation escalated matters spilled into the street which impacted on immediate neighbours, with an elderly residential home directly opposite, and the effecting the wider community.

## Objective (SMART)

- Specific:** Target and stop drug activity, visits to, and associated noise at the specific address.
- Measurable:** Prevent (100%)
- Achievable:** Resources well within capacity of police as lead agency.
- Relevant:** This objective is relevant in protecting the most vulnerable in our community, tackling serious crime including the supply of Class A drugs.
- Timely:** 3 months.

## Response

The ultimate aim here was to target and stop drug activity, visits to, and associated noise at the specific address. The following interventions were considered;

- **Anti-social Behaviour Warning Letter** - early opportunity to educate and encourage a change in behaviour, explaining consequences of actions. Delivered by police.
- **Support** - assisted compliance in engaging with partners and support agencies with the intention of tackling addiction and underlying issues (unexplored). Signpost to relevant agencies as appropriate.

- **CPW / CPN** - This process was considered but, given the activity and the risk/harm, a Closure Order was deemed more appropriate. Delivered by police.

- **Closure Order** - prevent visitors to property, stop the use and supply of drugs from the property to improve the quality of life for all involved. Compiled and delivered by police.

Eviction, as part of the Closure Order, considered but displacement recognised, supporting offender instead was preferable.

## Assessment

The following interventions were delivered;

- **Anti-social Behaviour** Warning - 1st and 2nd letters were both issued; June and August 2020 respectively. This evidence of support and attempted intervention is required as part of the Closure Order application process.
- **Support** - various support and signposting was offered for drug addiction, which also would have occurred during custody interactions. The male was reluctant to engage/ too heavily involved at in the supply of drugs at this stage.
- **Closure Order** - Needing a substantial intervention. The Closure Order, unused by the team before, sought the advice of the force Legal Team on the process and requirements. Previous interventions had already been captured, evidencing warnings and alike, building an evidential package. Our PCSOs were gathering information in support of/ compilation of the lead officer statement. It's a team effort. The NPT Constable compiled the application, which included a chronological list of incidents, crime and intelligence. Also required was details of access, photographs of entrances, satellite and street views. In civil proceedings, intelligence can be converted into evidence.

The Closure Order was made on the 13th of October 2020, bringing an immediate change in behaviour. Within 48 hours, a unextinguished cigarette was left on carpet by the offender causing damage contained within his flat only. The offender is currently in prison but, on release, he will be subject of licence and will not return to his accommodation.

It's anticipated that, unable to sustain his lifestyle, had limited options and caused the fire to create a custodial sentence. This, of course, creates an opportunity to change his life in the future.

As such, we can evidence that we targeted and prevented drug activity, visits to, and associated noise at the specific address. We've since revisited the victim who's seen a profound improvement in the quality of his life. In feedback, he didn't think that police would be able to resolve the issue and his faith in the organisation was much improved. This success was advertised in local press.

### Barriers:

In terms of time, there were delays due to resourcing issues in the Legal Services (COVID-19). This was unavoidable but meant seeking advice and guidance from the team was difficult.

Statements from individual Private Landlords are time consuming, compared with statements from the Local Authority/ Housing.

**Learning:**

Setting a realistic timescale for the objective. We gave 3 months but which, perhaps, was ambitious. The process took almost 9 months to delivery, although the result was successful and sustainable.

There are also lessons to learn around the expectations of the Legal Department in such applications; a knowledge of the process and its requirements would have significantly aided the team and, potentially, brought an earlier intervention.

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