

**Tilley Award 2001**

**Operation Seneca**

**Category: Crime and Disorder Reduction**

**Sponsor**

Deputy Assistant Commissioner Tim Godwin  
Territorial Policing  
New Scotland Yard  
London  
SW1H OBG

**Lewisham Borough Operational Command Unit**

Supt Jeffrey Harris  
Lewisham Police Station  
333 Bromley Road  
Catford, London  
SE6 2RJ  
Tel. 020 8284 5001  
Fax .020 8284 5090



Dear Sirs

Operation Seneca has been developed to combat criminality on and around London's bus routes.

The original idea was developed as a result of the identification of the use of the routes as corridors by a significant number of individuals committing crime in one London borough. The innovative response to this analysis has led to an initiative that has been rolled-out across the whole of London.

'Seneca' is an over-arching title for an operation that actually incorporates a wide variety of options to deal with a range of crimes on and around bus routes. Whether Boroughs have significant street crime problems, gang violence or general disorder issues there is a tactical option to assist.

This flexibility enables boroughs with differing policing problems to vary their use of tactics according to their local needs whilst still working within the overall remit of Seneca.

The options available will continue to expand as good practice is identified and promulgated.

The operation has achieved quantifiable results, both in terms of the prevention and detection of crime and also in the reduction of demand.

I *have no hesitation in giving **Seneca** my full support and recommendation for positive consideration by the 'Tilley' Panel.*

Yours faithfully

A handwritten signature in black ink, appearing to read 'Tim Godwin'.

Tim **Godwin**  
Deputy Assistant Commissioner  
Territorial Policing  
26 April 2001

## **Summary**

This report details work already undertaken within **Operation Seneca** at Lewisham, it has now been extended to the whole of the Metropolitan Police Service area. It is ongoing Problem Orientated Policing aimed at reducing Crime and Disorder, together with operational demand reduction in areas around public transport routes.

### **What was the problem facing police (SCAN)**

- The specific problems initially identified for inclusion were:
- Gang related violence
- Street Offences [Robbery person]
- General disorder on or near identified bus routes

### **Definition of problem (Analyse)**

Throughout 1999/2000 Robbery of the person offences were increasing at an alarming rate.

Local analysis indicated that gang members acting individually or in small groups committed a large proportion of these offences.

A substantial increase in inter-gang violence was noted, involving the use of weapons that resulted in serious injury, those involved were travelling by bus from all over South East London to battle in Lewisham.

**Further analysis using a mapping system showed that 75% of robberies and all gang related violence in Lewisham occurred within 250 metres of five Transport for London Bus routes.**

## Operation Justinian (Resource/Assessment)

The above operation in partnership with Revenue Protection Officers was initiated with limited success, a detailed and honest de-brief took place, this led to the use of PC Raymond Webb [Operational Support Unit, New Scotland Yard] and Operation Seneca was borne. **[Seneca the Elder was a writer in the Roman Era who attributed the decline and fall in morality and increase in Crime & Disorder in Rome to the idle and disorderly youth!]**

## What happened next? (Re-Scan/Analyse)

PC Webb liaised with TfL London Buses and Stagecoach London, this led to the introduction of covert CCTV systems fitted to all buses on one identified route with a management unit staffed by the bus company. This was and is a highly successful use of resources.

**Seneca** is then combined with other identified Best Practice [Operations Blakey, Butler, Countdown etc] to produce quantifiable and qualitative results that **have demonstrated a** reduction of 999 calls and crimes leading to demand reduction, gang related violence has also subsided.

## **The Future?**

We have now introduced Seneca to 15 London Boroughs and have set up a co-ordination unit funded by TPL. We have 9 bus companies operating 130 such buses in London. Where Seneca is implemented, it works.

We are working with external agencies and police forces to promulgate Seneca.

[Word Count 399]

# **OPERATION SENECA**

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## **Terms of Reference**

To promote, develop and implement partnership activity to enhance the safety of those that use and provide Public Transport and reduce criminal activity on, and in the immediate vicinity of public transport routes.

## **Introduction**

The Metropolitan Police Service is committed to making London safe for all the people we serve by making places safer, cutting crime, the fear of crime and upholding the law.

Operation Seneca originated as a local Lewisham operation led by Superintendent Harris with support limited to what was available from local resources with the additional assistance of PC Webb. Since being expanded from one to thirty two boroughs no additional support resources have been added although there is a clear demand for it.

In June 2000 Superintendent Jeffrey Harris concerned with the increased demand on his officers from 999 calls, violence from gangs, and a upsurge in robbery and other street offences came up with the idea of using Problem Orientated Policing to address this.

Over 6 months ago the crime trends of Lewisham were analysed, based on that intelligence it was discovered that 75% of all street crime centred either on or within 250 metres either side of five main bus routes that traversed the borough, some of these routes also traversed adjoining boroughs.

There are 5,500 buses in London providing a cheap mode of travel that with a minimal police presence allows criminals and crime to flourish, the complete lack of CCTV produces invisible criminals. Personal security and fear of crime issues multiply and graffitivandalism costs bus companies in excess of £10 million p.a.

This initiative provides a very visible and practical support to the developing Mayor's Transport Strategy and in particular seeks to address the key issue of personal safety and security on London. Buses.

A police response ['Justinian'] was put together to target these issues using uniform police officers working late turn shifts, starting well the morale of the team quickly dropped when they realised the impact on their social life of four weeks of late turn. The operation was reviewed and at that point it was decided to expand and use the skills of non-Lewisham staff, one police officer from Operational Support Unit. New Scotland Yard. PC Raymond Webb was identified and tasked to provide a number of innovative and practical ways with which to make the operation a greater success.

We recognise that a lot of good practice takes place in partnership with others around the MPS in the public transport arena however the difficulty is bringing it all together in one document. There is at present no single MPS database where this information is stored.

What makes an operation successful and can it be tweaked to make it better? what makes an operation a failure, what went wrong and why?

Operation Seneca seeks to address these issues, we circulate bad practice to enable our partners not to waste time re-inventing the wheel when others have tried and failed, similarly good practice needs to be circulated to ensure that less time is spent in the planning stages.

Operation Seneca should not be seen as a one off event, but rather a series of enforcement and educational interventions designed to be sustained over a period of time that will transfer the fear of being caught back to the criminal.

**The two key words are therefore partnership and sustainability.**

We would recommend that not all options are tried on the same week, what worked in Lewisham is one maybe two options per week, other options another week thereby disrupting the criminal element and keeping the element of surprise firmly within police control.

In November 2000 we were tasked by the Commissioner to deliver it Pan London due to the successful pilot at Lewisham.

The Metropolitan Police Service is made up of 32 London Boroughs of which Lewisham is but one. We asked all boroughs to nominate three buses routes that have a crime problem, the same question was asked of the Bus Companies and the Transport Unions. We then obtained the 27 London Bus Initiative routes that gave us based on joint intelligence the 100 worst crime routes in London, indicating to all a clear indication of where our intelligence led approach would begin.

Kent Constabulary and British Transport Police are also committed. We have recently received a request from Stagecoach Manchester, Arriva Yorkshire and Liverpool for assistance.

The purpose of this document is to bring together in toolkit form the best tactical and educational options of what can be achieved by working in partnership with other agencies, it is accepted that not every borough will have the same problems experienced in Lewisham. However what will be common will be the desire to reduce street crime and 999 calls.

## Analysis

We decided from the outset to analyse our impact on Lewisham by means of evaluating our two main sources of data namely Crime Reporting Information System [CRIS] and Computer Aided Despatch. [CAD]

We can state based on this that every day Seneca operates there are on average 40 less 999 calls made and an average of 50 less crime reports per week see Appendix One.

To reduce workload on our colleagues we have compiled a template that will allow strategic analysis to take place that will assist each borough and the MPS as a whole. Appendix two.

To ensure consistency across the MPS a Proactive Assessment and Tasking Proforma, [PATP] was used as the agreed method for both obtaining resources, both personnel and financial. To assist boroughs a best value template was produced to MPS Corporate Standards saving their time. Similarly the same stance has been taken with closing reports. Appendix three.

This enables us to deliver statistically significant and accurate feedback to Londoners on the success of this operation.

Based on the Lewisham experience with the odd exception we have now restricted Seneca to a maximum of two weeks at a time.

Thereafter we require an assessment of all work carried out together with a closing report, experience has shown us that the criminals quickly realise where police activity is taking place.

By careful analysis during the operational phase it enables boroughs to maintain a flexible approach to tactics.

## Tactical Deployments

During the course of running this operation different and varied deployment tasks were made.

These range from posting a PSU for a week or reducing on certain days and increasing on others. This obviously assists the Borough when person power deployments are required for heavy aid commitments; it also keeps the local criminals and youths on the back foot.

They do not become accustomed to certain officers on certain days. If the tasks are varied during the day reduced crime occurs and the arrests increase.

The different tasks could involve:

High visibility stops on or near bus routes identified as shown through the analysis.

Patrolling high truancy locations, removing them back to school under the C & D Act. A recent operation detected 297 truants in three days on the upper deck of buses on a Seneca route, we are now taking the Youth Offending Team onto Blakey buses to provide a one stop facility for the youth to be processed immediately.

Working with Revenue Protection Officers either in uniform or not, it has been found that a non uniform presence normally increases the arrest rate by 50% due to the perception held by the criminal that officers do not patrol buses.

**S** When officers are near identified public transport safety corridors using part of the serial in marked or unmarked vehicles either side of the route will increase the arrest rate/reduce crime or both by arresting/detering offenders.

Patrolling identified gang/youth hotspots stopping where appropriate the local prominent criminals.

Disruption activity by visiting criminals who have Seneca association at their home address in a highly visible way.

The use of overt video cameras in high crime areas and locations where problem gangs congregate.

Raiding premises associated with Seneca suspects in a high profile manner at optimum times to increase the awareness of criminals that more police are patrolling the area.

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Educational Welfare Officers are used and by focusing on Seneca routes we detected 297 truants on the upper decks of buses in three afternoons, this has had a discernible impact on the activities of truants.

Clearly a crucial part of this is the daily briefing, unless officers actually believe in the vision little will be achieved, It must led by the right supervisors to ensure that arrest and crime rates are affected positively.

Duty officers should consider the potential of each officer to perform within the unit and ensure that they have the right skills and abilities to perform in a small team environment.

This means of course those competent supervisors must be chosen who have the right determination and drive for the tasks involved.

We need good quality information and analysis every day from the Borough Intelligence Unit. The *officers* themselves should also be consulted about local hotspots and exit routes used by local criminals. By involving them you will increase their motivation and enthusiasm.

As they work through the day, the days crime pattern will emerge on the Borough, the supervisors must be able to redirect the teams, which will then provide the best cover and influence the crime trend for the rest of the day.

Finally, at the end of the tour an effective debrief must take place to ensure that all officers supply relevant intelligence which is the forwarded to the BIU in order to enhance the following days briefing.

## Leaflets

We have also designed a number of leaflets [Appendix four] to complement certain operations.

### **Selfish Parking and Street Robbers are Cowards**

This leaflet has been designed to complement Operation Blakey; the Safer Street image can be changed to suit local needs.

The 'street robbers are cowards' image was recognised by 43% of the people interviewed, 'street wear for robbers' 32% and when street robbers boast' 30%, overall any recognition was 54%.

59% of those interviewed had travelled by bus in the last 7 days with 38% of the 15 — 24 years of age regularly using buses to move about the capital.

Safer Streets recognition is particularly strong amongst 15 -- 24's + ethnic minorities, 'Cowards' is the most successful image.

No objective evaluation on selfish parking text is available, however subjective comment is very positive.

### **A6 Partnership leaflet**

The purpose of this leaflet is to support Revenue Protection Officers and police as they conduct enforcement activity; Traffic Wardens engaged on Operation Butler have also used it.

It provides a partnership message in a simple and non-threatening way and has been designed to make people think.

### **Mobile Phone Leaflets**

These two leaflets have been designed to support mobile phone crime prevention messages.

### **Mobile phone letter**

This letter has been compiled to allow the MPS to send a corporate message to all schools in London

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## **Operation Blakey.**

### **Background**

In 1998, Home Office analysts examined the theory that criminality and anti-social behaviour shows itself in all aspects of an offender's lifestyle e.g. parking in disabled parking bays. If true, this theory could be used to target offenders.

Source: Briefing Note 1199. Policing and Reducing Crime Unit. Title-`Illegal parking in disabled bays: A means of offender targeting'

It was tested by asking traffic wardens in Huddersfield to take details of all vehicles that were illegally parked in disabled parking bays and make intelligence checks on the index number, driver and keeper, these were then checked against those vehicles that were legally parked adjacent to disabled bays.

The results of 178 illegally parked vehicles were that they were more likely to be of interest to police than those that were legally parked.

This theory is known as `offender self selection'

### **Could this research equally- apply to caged bus stops as well?**

In order to test this theory Operation Blakey was put together, it was immediately decided to use a `Trojan Horse' to carry personnel about in. The public expects to see a bus on a bus stop whereas the presence of a police vehicle could lead to negative media coverage and comments by the public\_

<b>Resource</b>	<b>Requirement</b>	<b>Additional Comments</b>
Trojan Horse	Single Decker bus	Liase with bus company who should provide one free of charge
Insurance	Indemnity required	Fax [58911] to DPCS4 Accident claims branch and ask for form as at appendix 1.
Police Driver	Holder of PCV license	May need to be type trained. Police Notice 46/00 refers. Must be in uniform. Remember special bus start key
Leaflet	250	Hand out to passers by and drivers to explain operation.

Intelligence	BIU staff	PNC checks, Crimint & 61 checks.
HO/RT/1	One to be issued per driver	Local arrangement with CJU to process such checks.
Traffic Wardens	2 x Uniform MPS	Enforce Red Route PR to be compatible with division worked
Parking Attendants	2 x Uniform Council	Enforce Yellow lines Tow Truck on standby.
Council Officer	Supervision of above	
DVLA	One per vehicle	RFL Enquiries Registered Owner checks.
Traffic Officer	2 x Uniform	Vehicle Examiner PG9 Officer
Local police	4 x PC's. 1 x PS	

The innovative use of a bus in this way demonstrates POP in a new and exciting way, not just restricted to parking enforcement, it has many applications including robbery, graffiti, youth offending, anti-social behaviour etc, just which Agency you choose is up to you. We find that those that offend look at the bus but crucially not in it, even with the passengers in high visibility clothing.

The bus drivers and companies see police taking an interest in their problems that are not main stream policing priorities, this positively affects retention, recruitment and morale issues.

### **Offender targeting & self-selection.**

	<b>Illegally parked</b>	<b>Legally parked</b>
Immediate interest	21 %	2%
Keeper criminal record	33%	3%
Vehicle history traffic violation	49%	11 %
Past use in crime	18%	0%
Vehicle Illegal	11%	1 %
<b>Police Action required</b>	<b>25%</b>	2%

In simple terms this suggests that if you are legally parked there will be a 1:50 chance of that person of being of interest to police, **but if they are illegally parked it reduces to a 1:4**

## **MPS Traffic Wardens**

The Traffic Wardens provide a visible uniform presence on the Red Routes; each warden wears a recognisable uniform and carries a personal radio, they are a highly trained and valued part of the MPS.

They have statutory powers that enable them to direct traffic and issue a range of fixed penalty notices ranging from parking to specified Endorsable FPN's, they are also able to issue number 52 offences [unnecessary obstruction] on roads other than red route.

There are currently 720 wardens employed.

In November a pilot scheme Operation Butler ran whereby MPS Traffic Wardens patrolled a whole route from Victoria to Lewisham, (185) see Appendix four.

TLL London Buses carried out external research, which supports positively this style of enforcement.

Operation Butler has now been extended to other routes in London. Viz. 115 and 337 37

In all non-standard uses of these staff a risk assessment should be considered

### **Data Capture Units**

The Red Route Technology Project is co-ordinated at New Scotland Yard and seeks to issue TW's with the above units. Each unit is able to notify the warden of any vehicle that has a police interest report recorded against it; it is currently in use in Kensington & Chelsea and Tower Hamlets.

It will be rolled out to all other MPS boroughs in due course.

We have recently entered into dialogue with local councils all of whom hold persistent offenders database. Generally speaking the very people whom the council would be interested in are also of interest to police, we are currently seeking to include this information onto Data Capture Units and then set up a protocol whereby that information can be transferred.

Traffic Wardens have a depth of local knowledge that is often overlooked by Borough Intelligence Units, however their use based on intelligence can have an extremely positive effect on reducing street crime.

## **Metropolitan Police Special Constabulary**

Chief Commandant John Barrowdell has agreed that the MSC will support Operation Seneca, they could be used in a number of ways, Operation Butler & Blakey would enable them to be pro actively used to support the traffic warden service and work with their colleagues.

The Metropolitan Police Special Constabulary comprises approximately 800 officers.

Each officer is trained at Hendon and wears a police uniform and normally is in the possession of a personal radio.

They are drawn predominately from the local community.

They are often under used by boroughs and are left with a feeling of isolation, their use in any of the tools of Seneca could relieve pressure on stations.

Properly briefed and motivated they can provide a visible policing presence on and in the vicinity of the transport network

## Metropolitan Police Volunteer Police Cadets

The MPVPC's currently have a presence in 15 of the 32 Boroughs within the MPS. With 400 volunteers they represent an almost invisible resource who are rarely used by boroughs, aged between 14 -- 19 years they parade in uniform and are supported by regular police officers.

Their general aims are:

1. To teach good citizenship
2. To enable young people to develop personal qualities and skills through a structured programme including the Duke of Edinburgh award.
3. To enhance the relationship between the police and the public by assisting at town shows and young citizen events.
4. To create a group of young men and women with a suitable level of fitness to *assist the Police in* non-confrontational tasks and to be involved in community work.
5. To stimulate and maintain the interest of suitable young people who may be considering the Police Service as a career.

The Cadets at Havering are in the process of carrying out a survey in Romford Town Centre asking members of the public their views on public transport; they will then visit a bus company and complete a similar survey.

They will then seek to conduct school assemblies and influence their Peers in their workplace\_

The Mayoral Office supports this use of cadets.

## Camera Technology

There are currently approximately 5,500 buses in London operating Transport *for* London routes. Up until now very few have had CCTV cameras fitted and there has been no system in place that securely manages the information gained.

We were able to reach agreement with Stagecoach London for them to invest in placing 15 camera buses on one route, and crucially put together a video control suite that would actively manage that information. We now have 4 suites and 110 buses fitted with CCTV.

This suite is manned by a dedicated manager, the suite has been developed to mirror as far as possible MPS standards, a protocol has been written that clearly sets out the responsibilities of each partner. The suite allows evidence to be retrieved and packaged to CPS standards.

This is the first time in the UK that such a system has been put in place; it requires substantial investment from the company and a commitment from a borough to investigate specific crime allegations.

In November 2000 a strategic meeting at Catford Police Station took place where the major players in the bus scene in London attended. They were briefed on the vision of Operation Seneca, As of April 2001 we have achieved our goal of 110 camera buses in situ backed up with video suites.

The use of these systems is at the cutting edge of technology and many lessons are being learnt. Conscious of the need not to breach Lighting Regulations we have had to fit a front facing infra *black* camera with another rearward facing infra red camera mounted on the rear of the vehicle that captures 50 metres of road and pavement in front of and behind the bus.

Both these cameras are of value regarding collision claims, anti-terrorist sightings and provide boroughs with clear images of local criminals prior to 'hooding-up' to commit crime.

We are using analogue and digital systems and have written protocols and audit trails that support their use.

How many murders and other serious crimes have been committed where the presence of such a system would have clearly shown suspects and victims together and how this intelligence could have aided such an investigation.

When we look at such incidents of murders and acts of terrorism of recent times we see that they all have some connection with the transport network, viz. Stephen Lawrence, Michael Menson, Ricky Reel, Gill Dando. Aldwych bus bomb etc

There are- several variations on a theme between 8-10 internally mounted covert cameras that produce high quality colour evidence showing suspect (s) committing criminal offences that are all solvable.

Key to all of this is a sustained partnership with written protocols signed and agreed by Police and bus companies. We have obtained high quality evidence of robbery and vandalism taking place; we currently have a 100% conviction rate for cases that have come from CCTV.

Whilst damage is present, the scale and intensity has diminished leading to improved efficiency. Crime has reduced substantially and our partners have begun to notice savings in their engineering budgets.

Sutton Borough support the Go-Ahead Group's management suite with a series of ongoing interventions, Chief Inspector David Chichen, Partnership Manager comments "Operation Seneca in Sutton has shown us again that there is a clear cross over between youths involved in graffiti and those committing street crime. Partnership operations on transport routes will remain a central element of our tactics to tackle youth crime locally"

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# Conclusions

Operation Seneca started from humble beginnings as a localised borough operation and commenced in September 2000.

It has grown astronomically from that time, and as will be seen continues to grow both in depth and breadth across the MPS, and is now proving of great interest to other forces and the private sector. The potential for Seneca is limited only to the extent of innovative ideas forthcoming from any source. Its attractiveness is that as a menu of options it is flexible enough to be used almost anywhere that crime is committed, whether on bus routes or not.

Mr Gareth Bevan. Headmaster Carshalton High School for Boys comments " .....The impact on pupils using these routes has been most marked as they now know that any vandalism is very likely to be recorded and the culprits dealt with promptly and in an effective manner"

By ensuring consistent analysis across the force area, using the same sources of information and measurement, the data analysis has proved invaluable.

Ross Perot a famous politician and businessman has developed a strap line 'Words are many, talk is cheap, actions are few' meaning that many people talk a good job but few deliver, Seneca seeks to do rather than talk.

Seneca although a Met operation can be used anywhere in *the* UK and beyond

I would commend this to you a classic use of a POP model.

Jeffrey Harris  
Superintendent

Raymond Webb  
Constable  
25 April 2001

[Word count. 3,821]

Appendix 1	Lewisham CRIS and CAD calls,, CAD-MIS Data of 999 calls CRIS Codes
Appendix 2	Tables and charts from April-December 2000 detailing CRIS-CAD calls for Statistical Significance Analysis
Appendix 3	Specimen Best Practice opening PATP form
Appendix 4	Specimen Closing Report
Appendix 5	Leaflets and Mobile Phone letter
Appendix 6	Operation Butler Report
Appendix 7	CCTV images
Appendix 8	<b>Countdown Information</b>
Appendix 9	Partnership Business Case

# COUNTDOWN

## Background

The London Bus network is the largest, and most comprehensive urban bus system in the world. Each year over 1.3 billion journeys are made on 5,500 buses covering 610 square miles of routes. It is expected that the number of journeys will increase in future following the introduction of a range of measures aimed at improving the overall quality of the bus service.

One of the ongoing service improvements is the introduction of **Countdown** which provides information regarding the arrival times of buses to those waiting at bus stops. Surveys make it clear that where customers know exactly how their buses are running, they feel more confident about using bus services and patronage increases.

The MPS has, following support to a bus safety improvement programme, negotiated with TfL to gain access to this bus stop information system.

This booklet has been produced for Senior Investigating Officers with the intention of raising awareness of **Countdown** in terms of :

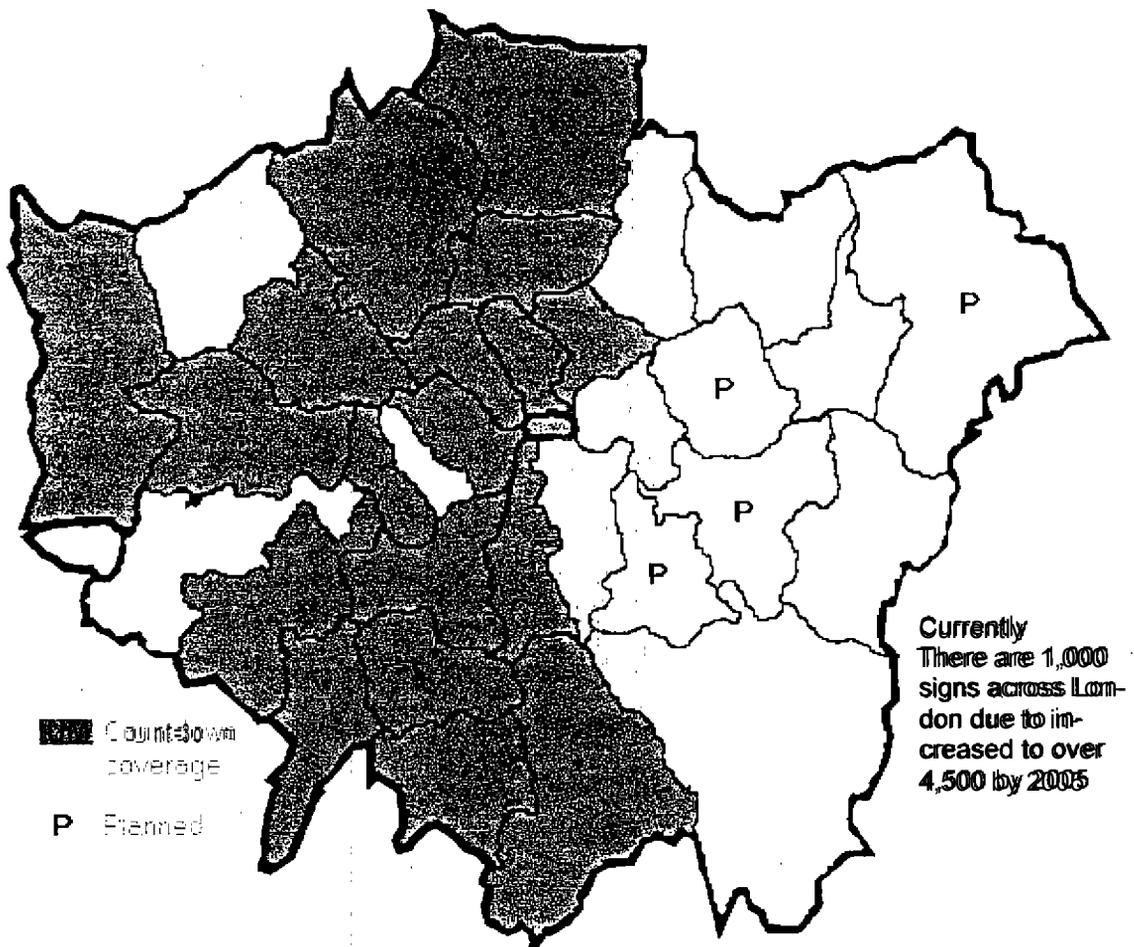
- how it operates and where;
- how it can support police in the detection and prevention of crime;
- under what circumstances SIO's can make use of this facility and how
- what further developments are planned;
- where and who to contact for further information or to suggest improvements; and
- emphasise the fact that **Countdown** remains a TfL facility to which the MPS is being given access.

## Questions & Answers

**Q** What do the signs look like and where are they situated?

At most stops, the COUNTDOWN sign is mounted on the underside of the shelter roof. Careful positioning ensures that customers can see the information comfortably, the display technology has been designed to ensure the best possible readability, even in bright sunshine.

### Countdown



The following London Boroughs are currently represented: Barnet, Brent, Camden, Croydon, Ealing, Enfield, Hackney, Hammersmith & Fulham, Haringey, Hillingdon, Islington, Kingston, Lambeth, Merton, Richmond, Sutton, Wandsworth and Westminster.

In addition signs in areas of Greenwich, Havering, Lewisham and Newham are due to 'go-live' early 2001.

## **Q** *How is a message constructed?*

Each MPS message will be displayed on the bottom line of a screen and as a maximum can only consist of 400 characters made up of 3 lines of 110 characters.

A character includes spaces and punctuation marks as well as letters and numbers.

Each message scrolls across the screen from right to left for 2 minutes, there is then a break and then it repeats itself.

## **Q** *Are there any MPS generic messages displayed?*

There are two such messages currently displayed.

**"If you have any information about a crime Contact Crimestoppers anonymously on 0800 555 111."**

*There is therefore no need to include Crimestoppers into your appeal, as we will insert it on the next message after yours within the 2-minute time frame.*

**" Only one out of every four 999 calls in London needs an immediate response. Only call 999 if a crime is happening now or someone is in immediate danger, otherwise call your local police. Think, Think, Think, - Before you call"**

This 999 education project message was placed onto the system in an attempt to influence demand reduction in support of boroughs.

## Q Has any SIO used Countdown?

Yes, with respect to the Notting Hill Carnival murder and a further murder in Greenford.

**Abdul Bhatti was murdered on Monday 28 August 7pm in Kensington Park Rd at Notting Hill Carnival. Police offering £10,000 reward. If you have information about this crime contact Incident Room 020 8358 1753 or if you wish to remain anonymous contact Crimestoppers 0800 555 111.**

*Characters used 275, [limit 400] by deleting the Crimestoppers reference reduced to 204*

- **Steve JINDU was found murdered on Tuesday 14 November 2000 at 1241 in Horsenden Hill Greenford**
- **If you have any information about this crime contact incident room on 0208 247 7821**
- **If you wish to remain anonymous Crimestoppers on 0800 555 111**

*1<sup>st</sup> line = 94 characters  
2<sup>nd</sup> line = 83 characters  
3<sup>rd</sup> line = 63 characters  
Total characters = 240*

*This appeal was placed onto the system on 29 / 11 / 00 on all sites in the boroughs of Ealing and Hounslow for a 10 day period. The first day for 24 hours, thereafter each day between 0630 — 1030 and 1600 — 2000 hours, at the end of each time slot the message automatically drops off*

## Q How flexible is Countdown?

A unique internal reference number identifies each Countdown site; therefore an appeal could be restricted to just one bus stop or any number up to 1,000.

Messages can therefore be targeted by zone or area [borough] specific, clearly the area will be controlled by the presence of the Countdown bus stops. As an example we could place an appeal in the Borough of Brent Mon-Fri between 0800-1000 hrs and again 1500-2100 hours.

The messages drop off automatically when the expiry time occurs.

## Q What police messages can be displayed?

The initial phase of using **Countdown** is restricted to murder and terrorism appeals as well as specified SO13 security messages.

It is anticipated that a larger menu of messages will become available in time subject to this phase being successful. Currently Detective Chief Inspector Glen Allison [Brent] is piloting a number of Crime Prevention messages to gauge their suitability and impact prior to use pan London.

## Q Will my message be displayed every time?

It must be remembered that the primary purpose of **Countdown** is to provide bus journey information and TfL Buses retain the right to veto any message that might undermine that service.

There is likely to be sensitivity around messages that increase the perception of fear amongst bus passengers. Therefore any murder near a stop or on a bus will be subject to greater scrutiny.

There is also concern about the risk of 'swamping' the system. Therefore the initial phase of MPS use of **Countdown** will be closely monitored. TfL Buses will also be carrying out market research to assist with development of best practice guidelines.

**S****Q Can Countdown be transmitted in any language?**

Not at present, but TfL Buses are considering the possibility of adding this facility to the system in order to improve the service to meet the needs of all ethnic groups within London including visitors.

**Q Can I contact COUNTDOWN direct?**

Please do not try as this will overload their system, your actions may compromise the project, this will make you very unpopular with all the other SIO's who are keen to use it. In any event Countdown will refer you back to the MPS contact officer who may be equally upset!

**Q Can I access the system 'out of hours'?**

At this stage it is not possible to access the system outside office hours.

However at some point in the future — it is planned to provide 24 hour access once the appropriate facilities have been put in place both within TfL Buses and the MPS.

**COUNTDOWN committee**

Chief Inspector Ian Brooks, Project Manager PRS 5(2)  
Constable Raymond Webb. Project Officer PRS 5(2)  
Detective Chief Inspector Glen Allison,. Brent  
Chief Inspector Trevor Benton, Information Room  
Caroline Taylor, DPA.  
Graham Webb, Grade 10 PRS 5(2)

# Countdown Messages

## Metropolitan Police Generic Messages

1	Witness Appeal - There was a serious road collision near this stop [date] at [time] Did you see anything? Please contact.....Tel with any information
2	Advice from the Metropolitan Police Beware Pickpockets operate at bus stops
3	Advice from Metropolitan Police You are in a CCTV area
4	Advice from Metropolitan Police Street Robbers beware Plainclothes police patrol this area
5	Advice from Metropolitan Police Don't keep your house keys in your bag Keep them in your pocket
6	Advice from Metropolitan Police Always check the ID of callers at the door Don't B tricked in 2 letting a bogus caller in 2 your home
7	Advice from Metropolitan Police Welcome to Barnet We are seeking to make this a crime free area Please help us by keeping your belongings safe
8	Advice from Metropolitan Police Watch out there is a thief about
9	Advice from Metropolitan Police Your local Crime Prevention Officer can provide home security advice Contact
10	Advice from Metropolitan Police Anti Robbery patrols operate in this area
11	Advice from Metropolitan Police Support your local area Report crimes to your local police station
12	Want to make a difference There is a career for you with the Metropolitan Police
13	If you have information about a crime contact Crimestoppers anonymously 0800 555 111
14	Only 1 out of every 4 999 calls in London needs an immediate response Only call 999 if a crime is happening now or someone is in immediate danger Otherwise call local police Think Think Think before you call
15	Thank you from Metropolitan Police Your help assisted us regarding murder/fatal collision displayed date

Appendix 1	Lewisham CRIS and CAD calls, CAD-MIS Data of 999 calls CRIS Codes
Appendix 2	Tables and charts from April-December 2000 detailing CRIS-CAD calls for Statistical Significance Analysis
Appendix 3	Specimen Best Practice opening PATP form
Appendix 4	Specimen Closing Report
Appendix 5	Leaflets and Mobile Phone letter
Appendix 6	Operation Butler Report
Appendix 7	CCTV images
Appendix 8	Countdown Information
Appendix 9	<b>Partnership Business Case</b>



## External funding Business case re LBI

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The Metropolitan Police Service is committed to making London safe for all the people we serve by making places safer, cutting crime, the fear of crime and upholding the law. Operation Seneca evolved as intelligence led toolkit that targets crime that occurs on certain identified bus routes and the 250 metres either side of them.

The purpose of this paper is to provide brief details of how external funding could assist Operation Seneca to be developed and sustained, in partnership with others, across the 32 London boroughs.

### 1. Co-ordination Unit

Seneca originated as a local Lewisham operation led by Supt Harris with support limited to what was available from local resources. Since being expanded from one to thirty two boroughs no additional support resources have been added although there is clear demand for it. It has been recognised that the provision of a one-stop help desk and co-ordination unit is vital to service internal and external requests for guidance, advice, support and information.

The support unit will be located at Notting Dale Police Station and will form part of the TP crime group. The structure is as follows:

Head of unit: Chief Inspector/Inspector

Office Manager: Sergeant (PS Telford)

One analyst

Four office support staff (supplied by TfL/LBI)

Tactical advisor(s)

Media/publicity staff

Equipment and stationary per annum = **£50,000**

This initiative provides a very visible and practical support to the developing Mayor's Transport Strategy and in particular seeks to address the key issue of personal safety and security on London buses.

<u>MPS costs</u>	<u>External contributions</u>
<ul style="list-style-type: none"> <li>• <b>£50,000</b> p.a. Equipment/stationary</li> <li>• Staffing costs <b>£200,000</b> p.a</li> <li>• Head of unit (Chief inspector/inspector)</li> <li>• Office Manager (Sergeant)</li> <li>• Analyst</li> <li>• Tactical advisors (two)</li> <li>• Police accommodation <b>-£17,000</b></li> <li>• IT — [not costed]</li> </ul>	<ul style="list-style-type: none"> <li>• <b>£200,000</b> p.a. re:</li> <li>• Four support staff — admin</li> <li>• Media/publicity staff — one</li> <li>• IT equipment additional to MPS provided [laptop etc]</li> </ul>

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**2. Crime investigation and criminal justice processing**

Based upon the experience within Lewisham a two week operation repeated after a gap of a minimum of two weeks is the most effective use of resources. The additional cost per week, over and above the standard eight-hour tour of duty [opportunity operational costs), are currently budgeted at £10,000 per week of operation. The projected overtime element across 32 boroughs will amount to **£3.84m p.a** [6 operations of 2 weeks duration at £10,000 per week for 32 boroughs]

The Met wide opportunity costs, standard tours of duty, based on Lewisham experience costs have been adjusted in line with proportion of red route within the borough set against the total red route mileage. [17.8 1378kms = 4.7%]. The projected opportunity costs are **£4.5m**.

However the opportunity costs above do not include non-operational costs involved in criminal justice work such as processing prisoners; file preparation and handling; and court abstraction costs. This has been estimated at **£2.5m**.

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**MPS costs**

- **£4.5m** — opportunity operational
- **£2.5m** — criminal justice processing

**External contributions**

- **£3.84m** -- overtime
- 

**3. CCTV**

The bus companies currently fund this via capital investment. Stagecoach London estimates that to invest in 100 buses represents an outlay of **£300,000**.

Two MPSIBus company management suites have been developed that meet CPS standards and costs **£75,000** per year to operate. This includes staff and equipment. We envisage that there will be a total of 4-5 such suites in London.

The intention is to install CCTV in **550 buses**.

NB Costs below do not include plans to cover remaining 5,000 buses that will need 10 video suites to support them.

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**MPS costs**

- Accounted for within 2 above

**External contributions**

- **£1.75m**
  - **£412,500p.a.**
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**4. Junior Citizen**

The Junior Citizen Scheme commenced in 1986 and now caters for 23,000 children between 9 and 12 years of age. The events, which run for two weeks, aim to raise awareness and provide children with the knowledge and

skills to cope with the dangers of everyday life, **at present there is no input regarding bus travel.**

Current topic areas: Fire, Water, Electricity and Gas Safety, Safety on the Railways, Stranger Danger, Drugs, Alcohol, Smoking, First Aid, Road Safety, and Bullying.

It costs **£150,000** per year to run Junior Citizen and the MPS would be looking for a corporate sponsor for a minimum of three years.

<p><b><u>MPS costs</u></b></p> <ul style="list-style-type: none"> <li>• <b>£360,000</b> [Approximately 128 officers spend 14 days [circa 14,336 hours] on Junior Citizen]</li> </ul>	<p><b><u>External contributions</u></b></p> <ul style="list-style-type: none"> <li>• <b>£450,000</b> per 3 year cycle.</li> </ul>
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5. **MPS Volunteer Cadet Corp [VCC]**

The first VCC was formed in 1987, there are now 16 units across London, young people aged between 14 — 19 years are eligible to join and there are currently 430 enrolled. 42% are female and 30% are from ethnic minority units.

The aim of the VCC is to develop their personal qualities and skills, encourage involvement in community work, teach good citizenship, gain experience through helping the police in community based tasks, develop good relationships between police and public and encourage recruitment in the police service.

The funding will be used to primarily buy clothing and equipment etc, which can be branded by a corporate sponsor.

£1,500 will fund one unit p.a.; therefore £24,000 would cover all units in Year 1. We are hoping to have 32 units formed by Year 3 requiring a total investment of **£108,000**.

<p><b><u>MPS costs</u></b></p> <ul style="list-style-type: none"> <li>• The MPS provides police officers to oversee VCC activities [awaits costs]</li> </ul>	<p><b><u>External contributions</u></b></p> <ul style="list-style-type: none"> <li>• <b>£108,000</b> per 3 year cycle.</li> </ul>
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6. **Overall costings**

<p><b><u>MPS costs</u></b></p> <ul style="list-style-type: none"> <li>• <b>£7.6m</b></li> </ul>	<p><b><u>External contributions</u></b></p> <ul style="list-style-type: none"> <li>• <b>£6.76m</b></li> </ul>
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Ian Brooks Chief inspector