



Home Office

Crime Reduction & Community Safety Group

Tilley Awards 2008 Application form

Please ensure that you have read the guidance before completing this form. **By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the guidance.** Please complete the following form in full, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to tilleyawards08@homeoffice.gsi.gov.uk.

All entries must be received by noon on **Friday 25th April 2008**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811.

Section A: Application basics

1. Title of the project: The London Trocadero
2. Key issue that the project is addressing e.g. Alcohol related violence: Robberies at The London Trocadero

Author contact details

3. Name of application author: Inspector Dave Scott
4. Organisation submitting the application: Metropolitan Police – Westminster Central
5. Full postal address: Charing Cross Police Station, 1 Agar Street, London WC2N 4JP

6. Email address: david.scott4@met.police.uk

7. Telephone number: 07917 235 335

Secondary project contact details

8. Name of secondary contact involved in the project: Douglas Thomson
9. Secondary contact email address: douglas.thomson@met.police.uk
10. Secondary contact telephone number: 0207 321 7572

Endorsing representative contact details

11. Name of endorsing senior representative from lead organisation: Dean Ingledeu

12. Endorsing representative's email address: dean.ingledeu@westminster.gov.uk

13. For all entries from England & Wales please state which Government Office or Welsh Assembly Government your organisation is covered by e.g. GO East Midlands: London

14. Please mark this box with an X to indicate that all organisations involved in the project have been notified of this entry (this is to prevent duplicate entries of the same project):

Section B: Summary of application - *In no more than 400 words use this space to provide a summary of your project under the stated headings (see guidance for more information).*

Scanning:

The London Trocadero is a large shopping mall situated in London's West End. It contains approximately 38 separate businesses, around 50 retail stalls and, significantly, also incorporates a large entertainment complex known as Funland. Funland is spread over 65,000 square feet of floor space and contains 250 amusement machines, a dodgem car track and a ten-pin bowling facility.

The London Trocadero has for many years been a crime hotspot (predominately acquisitive crimes). This location has been viewed as a policing problem for in excess of 15 years, and historically the strategic approach has generally been one of dealing with the symptoms of the problem by means of traditional high profile police patrols.

Analysis:

In a report that was commissioned in June 2006, Westminster City Council analyst Phil Banks wrote: "There have been 129 street crime offences at the Trocadero and on Coventry Street during this 26-month period (April 04 to May 06). This is in comparison with 688 offences within the whole SNT/Civic Watch area. Therefore 19% of all street crime in the area occurs at the Trocadero". This was considered to be a very high level of crime when considered alongside the crime profile of Westminster Borough.

Response:

An initial meeting took place at the Trocadero on 31st May 2006 involving representatives from all stakeholder groups. At this meeting a presentation was given by Inspector Dave Scott that outlined the size and scope of the problem.

The following activities were agreed and took place in support of the problem-solving initiative:

An initial crime prevention survey which resulted in a number of recommendations.

A monthly meeting cycle was established to manage the implementation of the crime-prevention measures and monitor process.

Regime of regular reassurance patrols by Safer Neighbourhood officers was established.

A police supported overhaul of the working practices of both Trocadero and Funland security operations was undertaken.

Multi-agency truancy patrols took place.

Search operations were mounted.

Crime mapping was introduced.

Information sharing (photographs of suspects) took place.

Robberies at The London Trocadero

No unaccompanied under-18s in Funland policy (post 6pm Fri/Sat) was implemented.

Operation Fundero took place (in support of above).

Licensing initiative to change customer profile of Funland was undertaken.

Extension of 'no under-18' initiative to 7 days per week.

Assessment:

At the conclusion of the 12-month period a WCC analyst undertook an evaluation of the Trocadero problem-solving process and reported a 59% reduction in offences of robbery.

State number of words: 396

Section C: Description of project - Describe the project in no more than 4,000 words. Please refer to the full guidance for more information on what the description should cover, in particular section 12.

Scanning:

Historically, the London Trocadero has been a hot spot for crime and disorder within Central London. Situated in the middle of the West End, and with its main entrance located on one of the busiest pedestrian routes within Europe, the Trocadero suffered from high levels of acquisitive crime (predominately pickpocket, snatch, other thefts and robberies) and low-level violence and disorder. In the previous 10 years there had been scores of police operations and initiatives aimed at reducing the level of crime associated with this location.

Analysis:

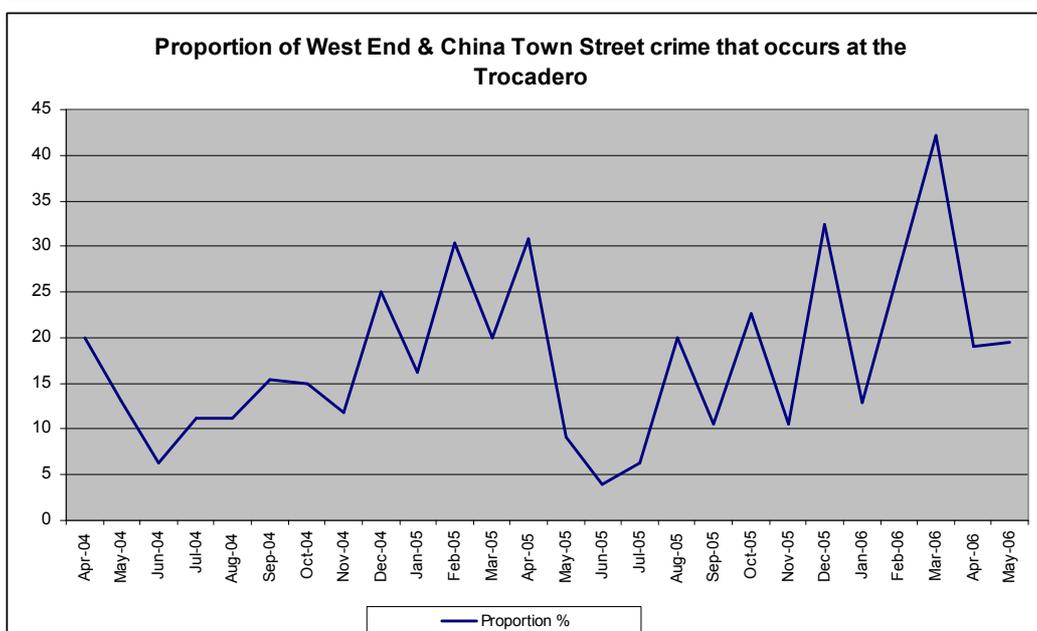
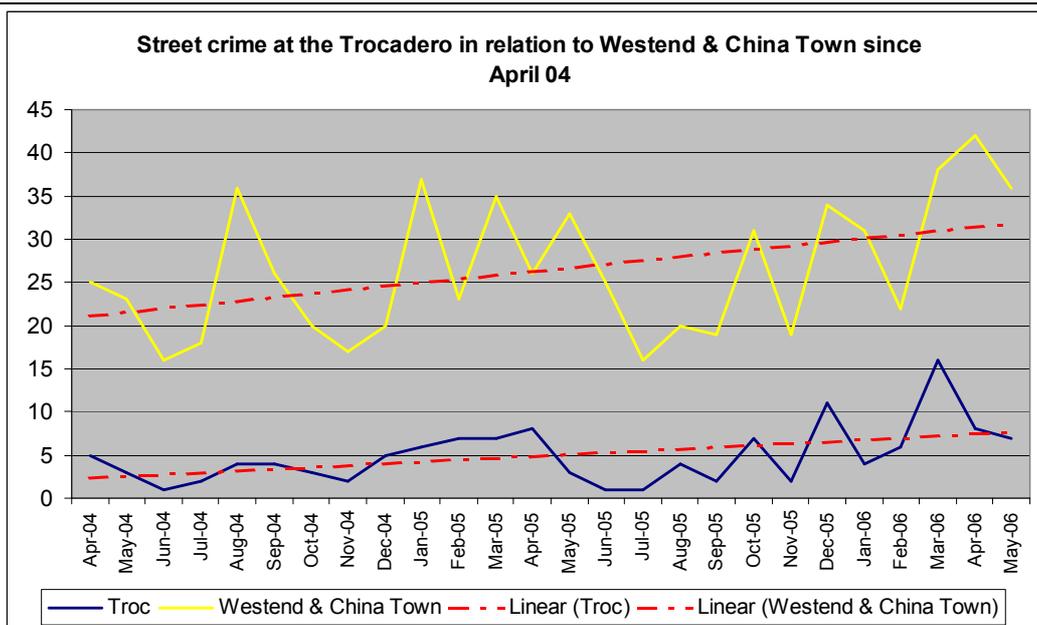
An initial report concerning crime at the Trocadero was commissioned in June 2006. The intention was to assess the overall size of the problem, establish a baseline, and to identify any significant trends – to achieve the latter it was decided to examine data from the previous two years. This work was undertaken by Westminster City Council analyst Phil Banks and provided the following information in relation to offences of robbery and snatch at the Trocadero.

Crime Type	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05
Robbery	2	1	0	1	4	4	2	2	4	3	2	4	6
Snatch	3	2	1	1	0	0	1	0	1	3	5	3	2
Grand Total	5	3	1	2	4	4	3	2	5	6	7	7	8
	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06
Robbery	1	0	0	2	2	2	1	6	2	2	10	1	5
Snatch	2	1	1	2	0	5	1	5	2	4	6	7	2
Grand Total	3	1	1	4	2	7	2	11	4	6	16	8	7

“There have been 129 street crime offences at the Trocadero and on Coventry Street during this 26-month period. This is in comparison with 688 offences within the whole SNT/Civic Watch area. Therefore 19% of all street crime in the area occurs at the Trocadero”.

“Offences within the Trocadero and Coventry Street have been increasing over the past 26 months but at a lesser rate than that of street crime in the whole of West end & Chinatown. The proportion of street crime in West end and China town that occurs at the Trocadero and in Coventry Street has fluctuated between 10% and 35%. Trocadero street crime roughly mirrors overall street crime in the area”.

Robberies at The London Trocadero



Response:

The aim of the project was to reduce offences of robbery associated with the Trocadero by 10% between 1st June 2006 and 31st March 2007 (as compared to the corresponding period from the previous year).

Identified partners at the start of this project were:

1. Westminster City Council Community Protection Dept (represented by Darren Pickup, WCC CivicWatch Liaison Officer).
2. Westminster City Council Health and Safety Team (Dan Dutfield).
3. Trocadero Security Managers (Roger Allen and Shara Chowdhury)
4. Funland Security and Operations Manager (George Massri)
5. Family Leisure (Matt Judkins)
6. West End & Chinatown Safer Neighbourhood Team (Inspector Dave Scott & Sergeant Rob Nanasi).
7. Police Crime Prevention Officer (Douglas Thomson)

Following consultation between personnel from the WCC Community Protection team and the local Safer Neighbourhood Team, an agreement was reached to address the problem by means of a structured problem-solving approach. A fundamental aspect of this approach was the need to engage with appropriate individuals from the Trocadero and Funland, demonstrate to them the size and scope of the problem, show the mutual benefits to be gained from finding solutions to the problem, and involve them in the development and implementation of those solutions.

An initial meeting was convened on 31st May 2006 between the identified partners. In addition to the sergeant and inspector from the West End Safer Neighbourhood Team, a crime prevention officer (Douglas Thomson) also represented the MPS. At this meeting Inspector Dave Scott presented a profile of the Trocadero and Funland. It was demonstrated that this location was a major generator of reports of acquisitive crime within the SN area. Overall it was shown that crime had risen at the location when compared with the corresponding period from the previous year.

The above meeting was used to set the parameters for the problem-solving initiative. It was agreed that both the Trocadero and Funland security managers would take responsibility for addressing all types of offending within their respective domains. Inspector Scott undertook to facilitate the full support of an MPS crime prevention advisor who would have responsibility for conducting surveys and assessments at various times of the day and night in support of the problem-solving process. Darren Pickup (WCC Civic Watch Liaison Officer) undertook to facilitate the support of appropriate WCC resources as and when necessary.

Inspector Scott proposed that the overall problem-solving initiative should be managed by means of a regular accountability meeting. This meeting would be the vehicle for discussing recent crimes, identifying crime trends, monitoring the implementation of CPO recommendations, identifying future activities on behalf of both security operations, Westminster City Council departments and the MPS. Initially the group met on a fortnightly basis, this later moved to a monthly cycle once initial actions had been implemented and assessed.

Although the core representatives within the group remained the same, other parties were introduced as necessary dependant upon forthcoming activities – these additional partners included:

- Education Welfare Service (Tom Manneh).
- Westminster CCTV personnel.
- Development Director – Golfrate (Michael Hughes).

The core group are still meeting on a monthly basis.

The fact that the Trocadero and Funland was a significant contributor to the crime profile at West End Central came as no surprise to the police and council representatives. The Trocadero had been seen as a problem for many years and various tactics had been employed in an attempt to reduce crime. These tactics had, in the main, involved the deployment of visible police resources in an attempt to keep crime down. Occasionally this method would be supported by the deployment of plain-clothes officers with the intention of identifying and apprehending offenders. This approach provided limited success and, in any case, was not sustainable in the longer-term. There was little evidence of any proactive crime prevention work having been undertaken.

Inspector Scott selected a random sample of crime reports (all from March 2006) in order to identify any relevant matters not revealed by analytical work already undertaken by police and council analysts. This sampling produced two aspects of the crime profile that had not previously been fully appreciated:

1. The addresses identified within the location sections of the MPS crime reporting system did not truly represent the precise location of the offences being reported. Many officers recording a crime within Funland would frequently record the location as 'Trocadero', whereas others would show Funland as the location. This clearly presented issues in relation to establishing the ratio of offences between the two locations. The majority of crimes were recorded as having taken place within the Trocadero (which of course was true) but the precise location of the majority of them (around 75%) were actually committed in Funland. This fact becomes more significant when one considers that there are 88 separate businesses operating within the Trocadero.
2. A high proportion of the victims of acquisitive crime within Funland, and to a slightly lesser extent the offenders within Funland, were younger than eighteen years of age (96% and 84% respectively). This was perhaps unsurprising as Funland was an amusement and arcade machine operation that was clearly geared

towards providing entertainment for the younger person. Although the majority of victims and offenders were under 18 years of age, few were under 16 (less than 10%). Therefore it was reasonable to conclude that the problem almost exclusively involved people aged between 16 and 18 years (as both victims and offenders).

Inspector Scott visited both the Trocadero and Funland at various times of the day and evening in order to assess the effectiveness of the working practices. Many of these visits were conducted in plain-clothes in order that the presence of a uniformed police officer would not influence the activities of the security teams. Douglas Thomson (crime prevention officer) conducted similar visits. These visits highlighted some areas for improvement that were then incorporated into the crime prevention officers survey report. A significant fact that was discovered during this phase was a lack of coordination between the Funland and Trocadero security operations. An example of this was highlighted when Inspector Scott witnessed two members of Funland security staff eject a group of youths from Funland. These youths were ejected into the Trocadero where they were free to roam around the shops and stalls whilst awaiting an opportunity to re-enter Funland via any one of the many entrances.

Armed with the information gained from the WCC analytical document, together with the observations of the crime prevention officer Douglas Thomson and Inspector Scott, the group set about developing tactics to achieve the strategic intention of reducing crime within the Trocadero.

Firstly, the recommendations from the crime prevention officer survey were presented to the problem-solving group. These recommendations were:

1. Crime and incident mapping. The CPO recommended a formalised process of crime mapping be adopted in both Funland and the Trocadero. This was to allow problematic locations or 'hotspots' to be identified which could then lead to some more focused crime prevention work.
2. Access control. The implementation of firmer policies in relation to who should be excluded from the Trocadero complex, and from Funland was recommended.
3. Number of entrance/exit points. A reduction in the number of access routes into Funland was recommended in order to assist with 2 above.
4. Improvements to lighting within Funland. These improvements were to be directed by the crime and incident-mapping processes.
5. High visibility jackets for security officers.
6. Intelligence-led deployment of security personnel in accordance with crime and incident mapping.
7. Upgrading of CCTV systems within Funland.
8. The development of a photograph sharing protocol between the police, the Trocadero and Funland.
9. To consider search operations in partnership with police.
10. To accommodate a truancy patrol initiative involving the Education Welfare Service.

The group agreed all of the above recommendations and an implementation timeline was agreed.

At a meeting on 14/07/2006 Inspector Scott briefed the group on his findings in relation to the age profile of victims and offenders within the Trocadero. Inspector Scott also provided a presentation of the problem-solving triangle (victim, offender, location) and discussed the work undertaken to date. It was highlighted that most of the crime prevention measures to date had focussed on 'location'. The opportunity to move the focus onto 'victim' and 'offender', especially in light of the similar age profile, was obvious.

During this meeting Inspector Scott expressed a view that were people aged under 18 to be declined entry to Funland then, based upon the age profile of both victims and offenders (96% and 84% respectively), he was of the opinion that this would potentially have a positive impact on the levels of crime at the Trocadero. This argument was further supported by the fact that most of the crime associated at the Trocadero was in fact being committed within Funland. The group, and in particular the Funland management team, expressed concern at this proposal. It was pointed out that young people aged under 18 were the main customer group for their operation and that it would be difficult, and in all probability impossible, for Funland to maintain a profitable business were people aged under 18 to be excluded.

Several meetings took place between Matt Judkins (Director, Funland) George Massri (Operations Manager, Funland) and Inspector Scott. During these meetings this group considered options that might facilitate the exclusion of under-18s, or at least those aged under-18 who were not accompanied by a responsible adult. At the same time it was agreed that a trial be conducted whereby unaccompanied under-18s would be excluded during peak offending times. The purpose of the trial was to be twofold:

1. To assess the impact on crime.
2. To assess the impact on business within Funland.

In order to make such a trial commercially feasible for Funland, it was decided that unaccompanied under-18s would not be permitted entry to Funland on Fridays and Saturdays after 6pm. Longer periods (either in terms of number of days per week, or hours per day) would have made the proposal commercially unattractive to Funland. Analysis had highlighted Friday and Saturday evenings as being the worst affected periods for acquisitive crime at the Trocadero and this information assisted in the decision to run the initiative on these evenings.

This trial commenced on Friday 8th September 2006 and was initially scheduled to operate for three months (later extended to six months).

The initiative was preceded by a period of advertising in order to reduce the number of unaccompanied under-18s attending and thereby minimise the potential for disorder. The initiative was timed to commence after the school summer holiday period for similar reasons.

The under-18 initiative was supported initially by a police operation involving Safer Neighbourhood officers and special constables who were deployed in support of the Trocadero and Funland security operations (Operation Fundero). The first weekend saw 20 police officers deployed. The number of officers was gradually reduced over the following four weeks until such time as safer neighbourhood officers supported the security teams as part of their regular daily patrols.

The under-18 initiative ran for six months. Anecdotally, local officers and the security teams noticed a fall in the number of incidents of crime and disorder. There were a number of instances of localised disorder that were attributed to confrontations resulting from groups of under-18s not being permitted entry. These were dealt with locally by security staff supported by safer neighbourhood officers without the need for arrests. The initiative was the subject of an interim analytical report produced by Philip Banks (Westminster City Council analyst) on 06/12/06. This interim report showed a 7% reduction in street crime for the period June 06 to October 06. This report highlighted a reduction in Street Crime at the Trocadero of 7%. Considering that the under-18 initiative started in September 06, the analyst reported that the project was on track to deliver its intended objective of a 10% reduction. Furthermore, it was demonstrated in this document that there had been no noticeable displacement of crime to elsewhere in the immediate area. This report is attached at appendix b.

The success of the various crime prevention measures was obvious. Furthermore, the analysis highlighted that much of the success could be directly associated with the under-18 initiative. The police and Westminster City Council were keen for the 'no unaccompanied under-18s' policy to become permanent and, furthermore, wanted it extended to every day (rather than just Friday and Saturday evenings). Management at Funland and Family Leisure (Funland's parent company) expressed concern at these proposals – the removal of such a significant customer group had negatively impacted on takings and profit. The customer gap that had been created had not been filled with other clientele. The corporate view at Funland and Family Leisure was that the current situation was not sustainable and that to extend the initiative over 7 days was unthinkable.

To overcome the difficulties experienced by Funland in relation to reduced revenue, and in an attempt to facilitate a move to a permanent policy of no unaccompanied under-18s, Inspector Scott convened a meeting with the Funland management team in order to explore options for a solution to this problem.

Funland was an existing brand and it was quickly established that a change to the corporate image of the venue would be necessary in order to generate new adult customers. The group identified that there was a potential demand for the use of the tenpin bowling facilities from corporate organisations. A barrier to attracting such customers was the highly restrictive nature of the liquor licence in force at Funland (with alcoholic beverage sales having to cease at 11pm). This restriction made the promotion of the tenpin bowling facility to corporate organisations almost impossible. Any extension to the hours during which alcohol could be sold would be contrary to the Westminster City Council Licensing Policy and, as such, was viewed by Funland as a highly desirable, but probably unobtainable, aspiration.

In January 2007 Inspector Scott wrote a document in support of an extension to the hours during which alcohol could be sold at Funland. In this report Inspector Scott concluded, " *Whilst acknowledging that the premises under discussion are located within West End 'Stress Area' as defined by the City of Westminster Licensing Policy, my*

Robberies at The London Trocadero

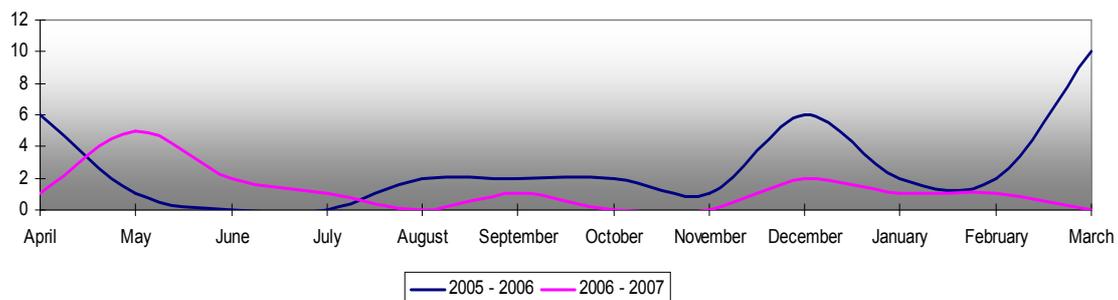
submission is that the circumstances as described present a unique situation in that the increase in the hours of licensable activities will lead to a reduction in crime. For this reason I support this application and recommend that the additional hours applied for be granted”.

The above proposal was viewed as controversial – it suggested an extension to Funland’s license that, if granted, would fall outside of council policy. This process required careful negotiation with the WCC licensing unit and the legal team acting on behalf of Funland. Inspector Scott presented the proposal to the Licensing Sub Committee on 05/05/07. After a lengthy hearing the matter was adjourned until 07/06/07 when, following further negotiation, additional hours were granted permitting the sale of alcohol until 1am. Funland managers immediately implemented the ‘no unaccompanied under-18’ policy on a 365 days per year permanent basis.

Assessment:

On 30th May 2007, Westminster City Council analysts Kevin Milner and Philip Banks produced an evaluation of the Trocadero/Funland problem-solving process. They reported as follows:

*The aims of this 302 are both clearly outlined and statically testable. A 10% reduction in street crime was required for this 302 to be successful. Between March 2005 and April 2006 (FY) 34 offences of robbery were recorded. Between April 2006 and March 2007 14 offences of robbery were recorded, a reduction of 20 offences, equating to percentage reduction of 59%, therefore **this 302 has met its aims.***

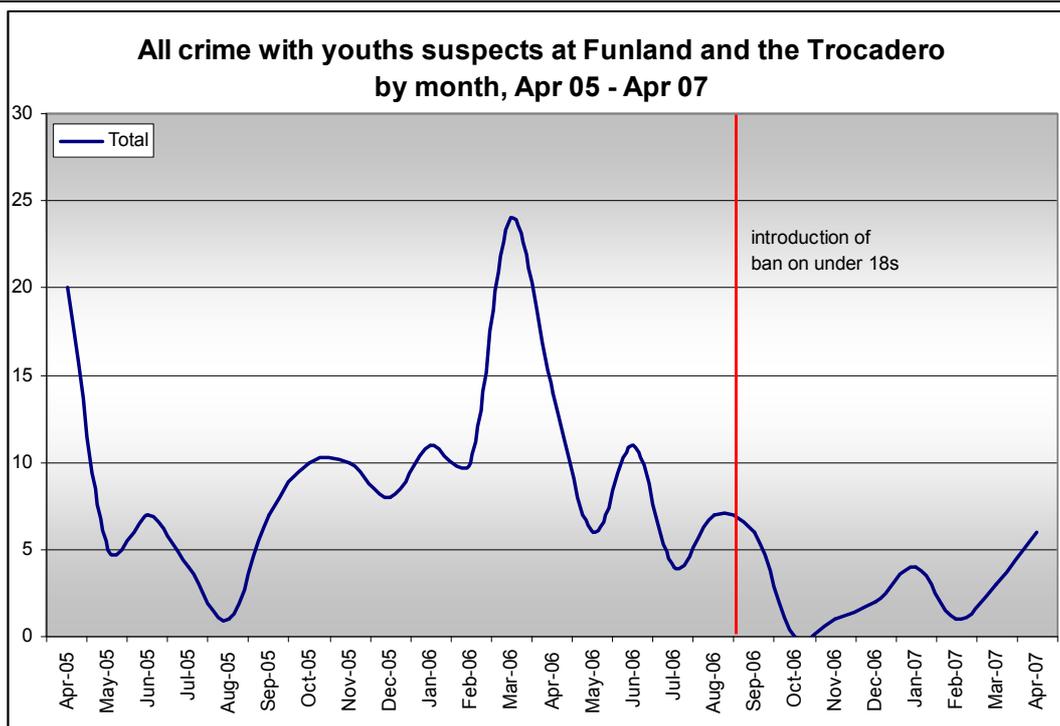


Graph illustrating a comparison between 2005 – 2006 and 2006 – 2007

On the 30th May 2007, Westminster City Council analyst Leo Kearse conducted analysis on the impact the problem solving initiative had on youth crime as a whole in the Trocadero Area and whether any displacement had taken place to the street surrounding the location. This report produced the following conclusions:

The ban on unaccompanied under 18’s in Funland has had a very significant impact on youth crime at the Trocadero, which fell 83.7% in the five months following the ban compared with the same period a year earlier. All recorded crime at the Trocadero fell by 37.5% in the five months following the ban compared with the previous year.

CAD disorder at the Trocadero fell by 26.7% in the five months following the ban compared with the previous year. These reductions are not part of a wider downwards trend; in fact prior to the ban youth crime was increasing in the Trocadero, while levels of all recorded crime and CAD disorder remained steady. There is no evidence of displacement of street crime to nearby areas outside the Trocadero since the start of the ban.



The above graph represents levels of crime committed by youth suspects (aged under 18) at the Trocadero and Funland. It shows a clear reduction in incidents after the introduction of the ban.

Youth Crime Comparison

Without Ban		With Ban	
Apr-Aug 05	37	Oct 05 - Feb 06	49
Apr-Aug 06	42	Oct 06 - Feb 07	8

The left column (above) compares the 5 months prior to the ban with the same period the previous year. It shows that year on year there was a 13.5% increase from 37 to 42 incidents prior to the ban. This comparison acts as a control; it shows that the reduction following the ban is not part of a larger overall downward trend. In fact, the figures suggest that youth crime was increasing at the Trocadero prior to the ban.

The column on the right compares the 5 months following the ban with the same period the previous year. It shows an 83.7% decrease from 49 to 8 incidents. Clearly the ban has had a very substantial impact on youth crime.

All Crime Comparison

Without Ban		With Ban	
Apr-Aug 05	91	Oct 05 - Feb 06	112
Apr-Aug 06	92	Oct 06 - Feb 07	70

The left column (above) compares the 5 months prior to the ban with the same period the previous year. It shows that year on year levels remained stable prior to the ban, increasing slightly from 91 to 92 incidents. This comparison acts as a control; it shows that the reduction following the ban is not part of a larger overall downward trend.

The column on the right compares the 5 months following the ban with the same period the previous year. It shows a 37.5% decrease from 112 to 70 incidents. Clearly the ban has had a very substantial impact on all crime, not just youth crime.

5. Cost Benefit Analysis.

In order to show the financial impact of this initiative on policing operations it is necessary to cost the time and resources spent dealing with crime-related issues at the Trocadero prior to this initiative taking place.

Using the above 'All Crime Comparison' it can be calculated that over a 12-month period there would be an average of 269 crimes per annum (based on the Oct 05 to Feb 06 period). Following the problem-solving process this had reduced to an average of 168 (a reduction of 37.5%).

It is estimated that each crime will involve an average of 3.4 police hours (initial recording and investigation).

The hourly cost (flat rate) of a uniformed constable is £32.14 (Financial Services Ready-Reckoner of Police Service Costs – issued July 2007).

Therefore, during the 12-month period preceding this initiative the cost in terms of police hours can be shown as $£32.14 \times 269 \times 3.4$ (hourly rate x number of crimes x recording and initial investigation hours). **This equals £29,395.**

The formula for the 12-month period after the problem-solving process would be $£32.14 \times 168 \times 3.4$. **This equals £18,358.**

Therefore, the saving in terms of police-hours spent recording and carrying out initial investigation is **£11,037** (£29,395 minus £18,358).

It must be recognised that there were a number of meetings involving police officers and a number of police operations conducted during the early stages of the under-18 initiative. The police have attended twelve meetings, each lasting an average of one hour and involving two officers, which equates to 24 police-hours. Operation Fundero was deployed over several weekends and involved a gradually reducing number of officers. The total Operation Fundero police hours equaled 180. Other miscellaneous police hours (crime prevention officer visits, search operations and truancy patrols) involved 22 police-hours. Therefore the total non-investigative police costs were 226 hours $(180 + 22 + 24) \times £32.14 = £7264$.

Consequently, during the first 12-months after the initiation of the problem-solving process, the total savings to police were **£3773** (£11037 - £7264).

The police savings in subsequent years (i.e. without the costs generated by the problem-solving work itself) will be £11,037pa.

In relation to the cost benefits experienced by the Trocadero and Funland – the reproduction of data relating to turnover and/or profit is not possible in a report of this nature (for reasons of commercial sensitivity).

At a meeting conducted on 18th April 2008 involving the operations directors of both the Trocadero and Funland Inspector Scott raised the matter of the commercial impact of the problem-solving work on each of the two businesses. The Trocadero reported that there had been no negative impact on either profit or turnover. Funland reported that following an initial decrease in turnover (following the exclusion of people aged under-18) this had now been more than compensated for by the increased use of the 10-pin bowling facility by corporate customers. The Operations Director reported that the business was more profitable (and less problematic to manage) since the implementation of the measures adopted as part of the problem-solving work.

6. Conclusion.

The Trocadero had existed as a significant policing challenge for many years. The formation of the key stakeholder group, along with an appreciation by both the police and council of the commercial implications of aspects of the problem-solving work, were instrumental in bringing about an effective solution. Similarly, the existence of this group facilitated an understanding within the management teams of Funland and the Trocadero in relation to the priorities of the police and council. The group were then able to successfully negotiate a mutually agreeable remedy, which resulted in substantially fewer victims of crime whilst maintaining a successful major business within the West End. There was no evidence of any displacement of the crime to the streets around the location, and as well as meeting its primary aim of reducing robbery offences inside the centre, it also had the additional benefit of reducing youth

crime and disorder as a whole at the location.

State number of words used:

3990

Section D: Endorsement by Senior Representative - Please insert letter from endorsing representative, this will not count towards your word or 1MB size limit restrictions.

I am writing to give my endorsement to the excellent work carried out by the West End and Chinatown Safer Neighbourhood Team and our partners, in relation to the work they have undertaken against a long-standing problem of Robbery at the Trocadero Centre in Coventry Street, London W1.

The problem-solving project that was undertaken, coordinated action between all partner agencies to address the identified problem within the location. By ensuring that effective communication between stakeholders was facilitated, the team were able to identify the causes which were helping to generate and exacerbate the problem.

As a result a variety of responses were brought to bear at the location, with the result that robbery decreased dramatically in the Trocadero centre. There were also reductions in the overall numbers of crimes committed by young people in general, and this was particularly important, as they were identified as the target group for this initiative.

Ongoing work is still been undertaken within the area, to ensure that the success of this initiative is sustained and progressed.

I feel this is an excellent example of problem solving in action and is a worthy entry. I therefore provide my full endorsement to this entry on behalf of the Borough of Westminster.

Yours Faithfully

Dean Ingledeu

Deputy Director - Community Protection

Westminster City Council

Checklist for Applicants:

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

Robberies at The London Trocadero

Once you are satisfied that you have completed your application form in full please email it to Tilleyawards08@homeoffice.gsi.gov.uk. One hard copy must also be posted to Alex Blackwell at Home Office, Effective Practice & Communication Team, 4th Floor, Fry Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF and be received by 25th April 2008.