

Home Office PRG Report 1995

Insp Martin Wright and Sgt Chris Gibson, West Midlands Police

“The views expressed in this document are those of the author’s and not necessarily those of the author’s force or the Home Office “

Radio Links - Communities linked together by two way radios and with the police

©1995 ‘Crown Copyright (Home Office)

Acknowledgements

The authors would like to record their sincere thanks to the following people who have helped them throughout this project.

Mr Phil Blenkhorn from Philips Telecom Communications,
Mr David Clegg from Motorola,
Mr John Donnelly from Learning Point Ltd.,
Inspector Steve Lister and Professor Nick Tilley from the Home Office Police Research Group,
Ms Jo Richards from the West Midlands Police Research and Development Department,
Mr Simon Foster from the British Security Industry Association,
Mr Richard Hallows and Mr Mike Bothma from the Radio Communications Agency,
Mr John Burrows and Mr Martin Speed from the British Retail Consortium,
Mr Robert Jarrett from British Shops and Stores Association,
All the delegates who attended the manufacturers and radio links workshops.

We would also like to thank the West Midlands Police for their support in allowing us time to conduct this research.

The support of our families and friends has been much appreciated and to all those people who have contributed their time and efforts, we would like to extend a heart-felt thanks.

Contents

Chapter

Acknowledgements

Glossary

Executive Summary

1	Introduction
2	The Problem
3	The Systems
4	Methodology
5	Research Findings
6	Conclusion
7	Radio Link - Standards
8	Recommendations

Glossary of Terms

The following terms are frequently used throughout this report. As a number of them have more than one meaning the authors submit the following as their definition of the terms.

Communication - To succeed in conveying ones meaning to others, the successful transmission of information between radio users.

Radio - A hand held portable radio, as used by the police, which is able to transmit and receive messages.

Link - A communication path between radio users.

Community - Geographically concentrated, identifiable group of people or organisations who share common interests and risks.

Radio Communications Agency - An executive agency of the Department of Trade and Industry and the licensing body for radio frequencies.

ACPO - Association of Chief Police Officers.

CCTV - Closed Circuit Television.

Executive Summary

1.0. The problem

1.1.1. The police must communicate with the communities they serve. Communities should be able to communicate with their own members and with the police. The means by which communication is achieved should be by the most effective and least time consuming method.

1.1.2. The absence of effective means of communication adversely affects the ability of the police and communities to reduce crime.

2.0. Project objectives

2.1. The project objectives are as follows: -

- Identify and collate details of existing similar schemes which link communities and police by radio.
- To identify good practice relating to the operation, management and results of radio link systems.
- Measure the effectiveness of such good practice in relation to fear of crime, reduction in crime and quality of service.
- To formulate a standard framework for the operation, management and development of radio link systems.
- Formulate final report and recommendations.

3.0. Methodology

3.1. The research concentrated on interviews and completion of questionnaires with retail staff and 'town centre' police officers from ten towns. In addition 'workshops' were held with radio equipment manufacturers and radio users.

3.2. Although there remains a number of unanswered questions regarding the effect of radio links, the results indicate that they are considered to be successful by both retailers and police officers. Typical comments were "Of more use to a city centre officer than handcuffs and truncheon." and from a retailer, "Wouldn't want to part with it."

4.0. Recommendations

4.1. A framework is identified within which a radio link should operate. The police should require a radio link to operate within that framework. This would lead to the radio link achieving minimum standards of operation, management and development.

4.2. The report recommends the police identify a means by which such minimum standards should be evaluated and maintained by an independent body.

4.3. It concludes with a recommendation that additional research be conducted as radio links develop.

1. Introduction

1.1. Introduction

1.1.1. The development and introduction of radio links has raised concerns about their operation and management. Benefits arising out of the use of radio links have been identified by users, but a number of unanswered questions regarding radio links remain.

1.1.2. Whilst users can identify benefits, it should be borne in mind that radio links are very much in their infancy.

1.1.3. The research has concentrated on interviewing 'radio users' as opposed to 'non users'. The reason for this, was that 'radio users' could give a fair and recent analytical comparison on the 'before and after' effects following the introduction of a radio link. The project did not analyse the effect of radio link upon 'non users' in relation to such areas as displacement of crime. As radio links mature so access to data to analyse any difference between 'users' and 'non users' will become available.

1.2. Brief history of radio communication

1.2.1. Radio communication is not a new technology having been used by the police in the United States of America since 1921. In the United Kingdom radios have been used by the police since 1945 and by the business community since 1947. Today's police could not operate without radio communication.

1.2.2. Despite developments such as mobile phones and pagers both of which use the radio spectrum, radios have stood the test of time. Two-way radio communication provides immediate accessibility and flexibility to its users.

1.3. Benefits of a Radio Link scheme to the police

1.3.1. Improved use of police resources

1.3.2. The existence of effective communication between the police and communities they serve, provides greater opportunities for the patrolling activities of the police, to be both focused and directed by the receipt of relevant and timely information. The officer's crime deterrent and detection capabilities are increased.

1.3.3. Any police response required to attend an incident can be measured and discussed with the radio user. Radio links additionally provide the basis for a continuing and more meaningful assessment of that incident and any alteration to the initial police response.

1.3.4. Where calls for police service exceed the resources available to answer them the police can communicate with radio users and prioritise their response based upon the information concerning the incident, both as it was reported and as it develops. In addition radio users are made aware of other calls for police service on the radio link. This allows the police to utilise those non-police resources to assist them.

1.3.5. However radio links are only a means of communication. The research has not answered the following questions: -

- Do radio links replace calls to the police from the telephone network?
- Are radio links a more efficient means of two-way communication between the police and communities?
- Is there an increased demand for police response?
- Is this offset by an improved use of police resources? (See para 5.2)
- Do radio links increase users awareness and confidence thereby creating additional reporting of crime and other incidents?
- Does the ease of communication of a radio link cause more incidents to be reported to the police?

1.3.6. Improved public reassurance

1.3.7. Any improvement in police performance through an improved use of resources should result in a reduction in crime, its effects and police response times to incidents.

1.3.8. The public require reassurance through a police presence, which is manifestly achieved by the visible availability of a uniformed police officer either on patrol or at an incident. This public reassurance is a national police performance indicator.

1.3.9. Radio links indicate to users that a police officer is available and because of the invasive nature of radio communication, that the officer is present with them. This immediate availability and the audible 'presence' of the officer reassures the radio users.

1.3.10. This effect is multiplied not only by the number of radio users but also by the number of persons within the vicinity or range of influence of that radio. With more than one police officer on the network that effect is multiplied again.

1.3.11. The sense of well-being is further enhanced by the generation of a feeling of community spirit amongst radio users who, through facing a shared risk, act to reduce its effects together.

2. The problem

2.1. The problem is: -

When faced by crime, people within communities or even communities themselves are unable to communicate effectively with each other.

2.1.1. As a result: -

2.1.2. Persons at risk cannot effectively communicate their need for help to others.

2.1.3. This creates a sense of isolation and vulnerability leading to a reduction in self confidence and an exaggerated fear of crime.

2.1.4. The sense of isolation is reinforced by the community's inability to communicate information to its members. As a result they are less able to help themselves. Such information would enable members to act to reduce the risk they face.

2.1.5. The absence of effective communication within a community prevents the network of support agencies for example, the police service and CCTV systems acting to reduce or prevent risks.

2.1.6. The criminal takes advantages of these problems and therefore retains the initiative. As a result a community is reactive to crime and therefore defensive.

2.1.7. This reactive and defensive attitude can militate against a community taking action to reduce the risk. It acts to prevent collaboration to promote a community's own safety and that of its members.

2.1.8. Any perceived delays in police response cause frustration and subsequent criticism of the police.

2.2. Examples of problems

To place these problems in context and illustrate the use of radio links the reader is asked to consider the following scenarios: -

2.2.1. A store assistant in a busy city centre

The assistant witnesses a male store thief select several items of high value property, which he secretes in a holdall, he is carrying. The store thief sees the assistant watching him, approaches and he threatens her with violence.

The thief then leaves the store.

How will the store assistant deal with the incident?

a. Attempt to maintain visual contact with the offender, or report the matter to the

police, her colleagues, management or other retailers.

- b. Expose herself to violence or retribution from the offender if she challenges him again.
- c. The assistant could ignore the situation, but that may risk the incident being repeated by the same or other offenders .

A **Retail** Radio Link provides a solution to these issues.

2.2.2. A school caretaker of a large comprehensive

Whilst checking the school he observes a group of children have started a small fire in the school premises. On approaching the children they run off in the direction of another nearby school. The fire is taking hold.

Is it not desirable for the caretaker to be able to achieve the following ?

- a. Have time to tackle the fire himself.
- b. Alert the fire brigade.
- c. Additionally alert the police to detain the children.
- d. Alert the nearby school to the potential risk.

A **Community** Radio Link would enable the caretaker to perform these tasks.

2.2.3. A uniformed security guard and a petrol station attendant

At night a security guard whilst checking his own premises observes a group of men in a vehicle acting suspiciously by another industrial unit. The men have broken into this unit and drive off. Later that night the vehicle is being refuelled at a 24 hr petrol station

- a. How can the security guard communicate his suspicions to the police or other guarding company who has responsibility for the unit, which has been entered ?
- b. How can the police immediately request assistance from the public in tracing the vehicle ?
- c. How does the petrol station attendant know that the police have an interest in the vehicle ?
- d. How can the attendant inform the police of the vehicles whereabouts ?
- e. How can other guarding companies within the area be forewarned of the men's activities ?

g. Has another security guard also seen this vehicle in similar circumstances previously
and how can the police obtain this potentially available information immediately ?

Business Radio Link could assist in these circumstances.

These incidents may sound hypothetical in nature, but they are in fact a daily occurrence.

Radio links are a means of immediate communication, which do not take a person away from the scene of the incident. They can therefore maintain contact with the incident whilst informing others, who maybe be able to assist them or who would have an interest in the information.

Having described the problems being addressed by radio links they are now described in more detail.

3. Radio Links

3.1. Radio Link

3.1.1. Definition :-

'A radio communication system linking members together, ideally with the police.'

There are three types of radio link in existence, namely:-

- Retail Radio Link,
- Community Radio Link
- Business Radio Link

However, Residential or Rural Radio Links are proposed for implementation.

The project has not conducted research into other forms of community based radio systems such as Citizens Band, National Band Three or Amateur Radio. However there remains the possibility of integration of these systems with radio links.

3.2. Typical aims of a Radio Link

3.2.1. To increase the safety of members and the public.

3.2.2. To reduce levels of actual and perceived crime, thus improving a communities quality of life.

3.2.3. To improve communication between members.

3.3. Police participation

Often police participation in a radio link is both as a user and service provider for example: -

Uniform patrol officers, plain clothed units particularly shoplifting squads, police control room staff and police CCTV system operators.

3.4. Retail Radio Link

Based in a retail environment.

Radio users typically consist of: -

Shop sales staff, retail security staff, shop management and non sales staff such as warehouse staff and switchboard operators.

Shopping centre management and uniform security personnel, shopping centre control room staff and CCTV system operators.

Local authority staff such as emergency planning officer, car park security, traffic control room, CCTV operators and market supervisors.

Examples of problems for which Retail Radio Link can be used include addressing retail crime, for example shop theft, violence and intimidation of staff and credit card fraud. Additionally the identification of intelligence, lost, found and ill persons, disorder or anti social behaviour and the evacuation of premises or areas.

3.4.1. In existence

Retail Radio Links operate in a number of locations, for example Wolverhampton, Coventry, Leicester, Cardiff, Rhyl, and Northampton.

3.4.2. Planned

The use of technology, entitled telephone interconnect, enables telephone access to a radio link. It allows an authorised caller the ability to speak directly to radio users. This creates a greater level of access, for example from locations outside the range of the radio signal.

3.4.3. For consideration

In the majority of cases, retail crime is a local issue, which remains unconnected with events in other areas. The ability to pass information between separate Retail Radio Links would be effective in addressing problems such as travelling criminals whose activities cover a number of areas.

There are Retail Radio Links in operation with large numbers of users. In the case of major city centres a number of radio links could exist. They would then need to be networked to a central control room. This requirement has not yet arisen but may, with the increase in number and size of radio links.

It is an established practise to direct radio signals along telephone land lines. It is possible to network separate town or city centre Retail Radio Links, or other radio links, by creating such a telephone network.

3.5. Community Radio Link

Community Radio Links are based on a geographical area of local government control, for example a borough or county council.

The radio users are predominantly public service based organisations such as schools, hospitals and local authority departments.

Local authority control room facilities provide initial points of contact with radio users and police control room that covers their area.

The police control room may have the ability to communicate directly with radio users for both information exchange and to access their security facilities for example CCTV and uniformed guards.

3.5.1. In existence

A Community Radio Link operates in Coventry city centre with a local authority control room having direct radio contact with their local police control room.

Subscribers to the Coventry Community Radio Link were asked in October 1993 to submit their own evaluation of its effectiveness. The following quotes are from the reports submitted :-

Coventry and Warwickshire Hospital “ *When the security had to use the radio the response from the police has been very quick and impressive and has saved my staff from some very awkward situations.* ”

Coventry Magistrates Court “ *In a building which positively encourages some of the worst elements of society to enter - the members of staff consider the facility to be an absolute boon.* ”

Belgrade Theatre Coventry “*The most important factor - is that it gives the staff added comfort and security. On a couple of occasions our calls to police have led to arrests, and have helped others in the scheme in warning them of known offenders approaching their areas.*”

Coventry University “ *The community link is in my opinion proving to be a positive and cost effective step towards preventing crime within the university.* ”

3.5.2. Dyfed Powys Police, ‘Radio Care’

‘Radio Care’ is presently operating in Dyfed Powys Police area with similar objectives to Community Radio Link. It operates in a rural environment, by the police faxing details of incidents to the individual control rooms of organisations with radio controlled resources, for example local authority highways department, utility service operators and the other emergency services. The main difference between ‘Radio Care’ and Community Radio Link is the absence of users being linked through a shared radio channel.

Although some limitations have been identified by the users themselves, for example. a number of the organisation’s control rooms do not operate 24 hours a day or at weekends, this police driven initiative is considered to be an example of good practice.

It is reported that there are in excess of 3,500 radio equipped vehicles involved in the scheme, which has already saved life.

3.5.3. Planned

Wolverhampton Community Radio Link is planned to be effective across the whole borough.

3.5.4. For consideration

As with Retail Radio Links it is considered possible to network Community Radio Link or Radio Care systems utilising telephone land lines.

There exists within the United Kingdom a national stand alone network of quality telephone lines, originally installed for use in national emergencies, which link emergency services and local government centres. It is conceivable that this under used existing infrastructure could be utilised to network community based radio networks.

The potential also exists to integrate Community Radio Link with other radio links.

3.6. Business Radio Link

Based upon a wide area of coverage for example the whole or part of a police force area.

Users to consist of :-

Industrial and commercial sites for example, petrol station retailers, industrial units and out of town retailers.

Mobile and static private security guarding staff, British Security Industry Association and International Private Security Association registered.

As with Community Radio Link the Business Radio Link uses its own control room, staffed and operated by the private security industry. This control room provides an initial point of contact with individual users and the police Divisional Information Rooms that cover the area. The police control rooms have the ability to communicate directly with individual users, the Business Radio Link control room and other police control rooms on the systems.

This structure mirrors ACPO guidelines in relation to alarm central stations and CCTV control rooms.

3.6.1. In existence

Business Radio Link covers the area of the West Midlands known as the Black Country. This consists of the boroughs of Wolverhampton, Walsall, Sandwell and Dudley. This represents four of the nine divisions of the West Midlands Police.

3.6.2. At the launch of the Business Radio Link on the 9th January 1995, Mr David MacLean, Minister of State for the Home Office commented that :-

“...the concept of partnership is the cornerstone of the Government’s approach. Tackling crime is not just a matter for the police. We recognise and value the important role that businesses and private security organisations can play in assisting the police by passing on information and quickly alerting them to suspicious activity. By encouraging this kind of co-operation, we can make a difference, as so many successful partnerships against crime up and down the country have shown.

It is not a substitute for the police, nor an indication that police cover is inadequate.we must make sure that this source of manpower and expertise is fully utilised to complement and enhance the efforts of the police.

...open radio link between the police, private security officers and local businesses to encourage the reporting of suspicious incidents is a simple one, which has already been shown to be extremely effective. The original Wolverhampton Retail Radio Link project not only had a significant effect on reducing the amount of shoplifting and vandalism but also increased business and consumer confidence.

I have every confidence that this scheme will prove to be very effective and wholly recommend it.”

3.6.3. Planned

A number of current users are national companies who are looking to further develop Business Radio Link into other geographical areas.

3.6.4. For consideration

A national network of separate Business Radio Links integrated with other radio links.

To illustrate this concept the reader is asked to picture a ‘wedding cake’. Each tier or layer represents a separate radio link differing in area of coverage and number of users. Supporting the layers and linking each tier are columns, which in this illustration, represents those organisations whose interests extend across the network, for example the police or local authority.

3.7. Residential or Rural Radio Link

Based upon a street or village.

Users to consist of :-

Residents for example members of Neighbourhood or Street Watch.

Community businesses such as post offices, village store and public houses.

Community organisations such as Parish Wardens and local schools.

3.7.1. In existence

There are no known such radio links.

3.7.2. Planned

There are no known plans to introduce Residential or Rural Radio Links.

3.7.3. For consideration

In the future, with radio links becoming accepted within the wider community and the development of radio equipment to suit these requirements, the introduction of Residential or Rural Radio Links may well be achieved.

4. Methodology

4.1. Preparation

4.1.1. Research commenced in April 1994 when each force Police Research Group (PRG) liaison officer was asked by letter to establish if a radio link operated within their force area.

4.1.2. In addition the Association of Town Centre Managers, The British Retail Consortium, selected major retailers and radio communication manufacturers were asked if they knew of any radio links.

4.1.3. The response from force PRG liaison officers was excellent. In the majority of cases however they reported there were no radio links within their force area.

4.2. Sources of information

4.2.1. A sample of ten radio links were chosen for further research. They were selected on the following criteria :-

Those with no police participation.

Those, which had been in operation for a number of years.

4.2.2. A questionnaire for both retail staff and town centre police officers was developed. This was piloted in Leicester City Centre with some minor changes having to be subsequently made.

4.2.3. The following Retail Radio Links were then visited; Northampton, Rhyl, Carmarthen, Shrewsbury, Telford, Coventry, Wolverhampton, Hanley, Kings Lynn and Norwich. Questionnaires were completed during face to face interviews with retail staff and police officers.

4.2.4. Representatives from the Radio Communications Agency were asked about the limitations on the availability of radio frequency spectrum and the future development of radio links.

4.2.5. Co-ordinators, at the West Midlands Police Neighbourhood Watch conference were questioned about radio links within Neighbourhood Watch. This was to establish co-ordinators interest in alternative methods of communication between scheme members, co-ordinators and the police.

4.3. Workshops

4.3.1. A 'radio manufacturers' workshop was held with senior representatives from manufacturers, the Home Office, the Radio Communications Agency and the police.

The objectives of this meeting were : -

- a) To address national operational issues such as training, call signs and the availability of radio spectrum.
- b) To create awareness of the systems and raise appreciation of their benefits whilst identifying the commitment of the parties involved.
- c) To consider the establishment of a representative body of radio equipment manufacturers to establish liaison with other interested parties.

4.3.2. A 'radio links' workshop was held involving interested parties and the police to discuss radio links and the future. The delegates were divided into four main groups comprising police, retail, community and business.

4.3.3. Each group was asked to identify the risks, potential and future of radio links. A note taker was nominated in each group and following the workshop an in-depth debrief was held with each of these people to distil the opinions and points raised by each of the groups.

4.4. Analysis and evaluation

4.4.1. Analysis of the Retail Radio Link questionnaires was completed by a research analysts from West Midlands Police Research and Development Department.

4.5. The project and Radio Links

4.5.1. Business Radio Link, does not form part of the research having only been launched in January 1995. It was set up incorporating examples of best practice identified during the research.

5. Research Findings

5.1. Introduction

The majority of radio links in existence within the United Kingdom are based in a retail environment. These Retail Radio Links have been evaluated by way of interviews and the completion of questionnaires with retail staff and town centre police officers.

5.2. Police responses

The research identified two towns' centres that operated without police officers carrying retail radios, their line contact was by telephone to police control rooms. Of the eight towns where police officers carried retail radios the following was found : -

- Of the officers designated to the town centre, 78%, felt they were a more active part of the community through being directly involved in retail radio link schemes the remaining 11% stated they did not, feel so, or there was no change 11%.
- Of the officers questioned 89% stated that their workload as a result of Retail Radio Link had increased, 11% stating there was no change. This increase was neither quantified nor was 'workload' defined. However the officers expressed, satisfaction with the radio link suggests the increase in workload was not a problem for them.
- When asked if manpower levels had altered to compensate 71% stated there had been no change, 7% stated a decrease in establishment, 22% an increase.
- It was further established that an additional 37% of other officers, not designated to the town centre also used the radios when on duty, such as plain clothes and shift officers. This was entirely on a voluntary basis.
- 55% of police control rooms had a retail radio in them.

To summarise 27 police officers, Inspectors to Constables, expressed the following opinions of Retail Radio Links : -

- 85% stated retail radios were very good and 15% that they were good. No officer reported it as either poor or very poor.
- 96% stated they would recommend other officers to adopt retail radio, whilst 4% said they wouldn't (this represents 1 officers reply).
- 74% of officers believed their senior officers to be in favour of Retail Radio and no officers thought they were against the scheme, but 26% did not know their senior officers opinion.

5.2.1. Advantages

The main advantages identified by officers were :-

- Improved communication between retailers and the police.
 - Improved liaison between retailers and the police.
 - Increased intelligence exchange.
 - Increased safety and confidence of retail staff.
- A more effective early warning system.
 - A more proactive approach to policing.

5.2.2. Disadvantages

The main disadvantages identified were :-

- Additional workload.
- Lack of training.
- Retailer's expectations in respect of police response being raised too much.
- A lack of clarity in the use of the word 'assistance'.

5.2.3. Typical anecdotal comments

From the 27 questionnaires completed by the police officers interviewed, the following typical anecdotal comments were made :-

"I can not understand why all shops don't have it. It has created more interest between police officers and retailers and we now seem to work as a big team."

"Fully support the scheme. Stores have better contact liaison with police"

"Of more use to a city centre officer than handcuffs and truncheon."

Officers stated that they believed retailers supported each other and shared information. Officers stated that 96 % of retailers assisted the police and other retailers in arrests.

Officers replied that 81 % of retailers attended either Shop or Business Watch meetings.

5.2.5. Limitations on police participation

Under the following circumstances, senior police officers specified their personnel could not participate in a Retail Radio Link because :-

- There were no designated town centre officers.
- Manpower and resource limitations.
- Existing telephone links between the police control room and town centre CCTV control rooms were considered to be a sufficiently effective means of communication.

The senior officers considerations must be seen to be valid but were not necessarily accepted by the town centre police officers nor retailers.

The 'radio links' workshop groups were each asked to identify issues regarding police participation. The following limits on police participation were identified : -

- The police should not control radio links.
- They should be active members and available for advice and training guidance.
- A radio link can still operate if the police are not directly involved.
- Police involvement would be at the discretion of the Chief Constable.
- Under no circumstances should radio users receive preferential treatment from the police compared to other non users.
- The police should; be able to monitor; give credibility to the radio link; be able to assist radio users when required; and ensure that incidents are dealt with properly.

An independent survey conducted by the Home Officer Safer Cities project in Wolverhampton into the Retail Radio Link showed that 85% of stores believe a radio link could only operate with police support and involvement. Their only experience, however has been of a radio link in which there is active police participation.

5.3. Retailers responses

A total of 116 questionnaires were completed by retail staff that participated in a radio link.

- The percentage of female shop floor staff varied from 100% to 84%. A store would be predominately staffed by females.
- 89% of the stores said the radio link was operative at all times.
- When asked if their customers had ever commented on the radio link, 37% stated "yes". Shop thieves tended to make adverse comments about the system, but customers were generally positive and saw it as a good idea, though sad that it was needed. The remainder, 59% said "no" comments had been made by customers and 4% made no comment themselves.
- When asked how often they saw or spoke to their local police officer 40% stated they did so daily, 30% on a weekly basis, 17% on a monthly basis, 10% never and 3% made no response.
- Asked if the police help them generally, 96% stated they did, 3% stated no and 1% made no response.
- Security measures were analysed for each store. 43% operated with a store detective, 42% with a security guard, 58% with CCTV, 43% with in store radios, 46% with alarmed goods and 10% with no measures except Retail Radio.
- Stores were asked if they had a policy of detaining offenders, 90% reported that they did, 9% they did not and 1% made no response. Of the 9% that did not 3% stated it was because there were no incidents, 2% they were too scared, 1% they were unsure of the law and 2% stated it was company policy not to arrest.
- Assaults over the previous 12 months were analysed. It was found that 67 assaults, 14 serious and 53 minor had occurred amongst the sample group of 116 staff. The type of shop most likely to suffer from assaults on staff was found to be the large departmental store. Each town was found to have suffered from assaults upon staff. No serious assaults had occurred in either Wolverhampton, Telford or Coventry.

- 93% stated no members of staff had left employment, as a result of a serious crime incident such as an assault or disorder, 5% stated they had and 2% made no response.
- In relation to reported changes in levels of sickness 1% stated they had been reduced, 67% there had been no change, 20% stated they did not know of any change, 8% it was not applicable to themselves, and 2% made no response.
- When asked how the fear of crime amongst their staff had altered, 48% reported a reduction, 1% an increase, 13% did not know, 14% it was not applicable, 20% no change and 1% made no response.
- In relation to police response times to incidents, 57% stated it had improved, 21% that there was no change, 6% replied not applicable and 14% made no response to the question. There was no reported slower response.
- In relation to changes in crime levels 5% reported an increase, 55% a decrease, 15% no difference, 4% they did not know, 2% not applicable and 17% made no response. The increase in this response, as in the previous question about the fear of crime, (outlined above), is believed to be due to staffs increased awareness of incidents through the information they now have on the radio link.
- Stock loss percentages were analysed and of those who responded an average was taken for the last four years : -

1990 - 4.1% 1991 - 2.7% 1992 - 7% 1993 - 1.9%

- When asked if they would recommend Retail Radio Link to other retailers 90% said they would, 1% said they did not know, 8% made no response.

5.3.1. Advantages

The main advantages of Retail Radio Link were identified as being :-

- Staff and customer safety.
- Support and back up.
- A crime deterrent.
- Improved contact with the police.
- Greater knowledge of criminals.
- Improved communication.
- Extra staff confidence.

These advantages as identified by retailers have considerable implications on the affect of repeat victimisation within the retail industry. The British Retail Crime Survey 1993/4 reports :-

“ The total number of crimes revealed by the survey was some 5.4 million, 18 per outlet.”

5.3.2. Disadvantages

The main disadvantages of the radio link, identified from the responses were :-

- Lack of training.
- Excessive and unnecessary conversations on the radio.
- Cost.
- A distraction on the shop floor.
- If a radio was lost the systems security was compromised.

5.3.3. Typical anecdotal comments

Of the 116 questionnaires completed, the following typical anecdotal comments, by retailers, were made :-

“The inception of retail radio has dramatically affected the level of shoplifting in Coventry. It has also brought about a community spirit and partnership in seeing the reduction of crime. I thoroughly recommend the system.”

“The radio system is very valuable, as it gives us confidence of back-up and help. It is also a very good deterrent to criminals.”

“It’s excellent, it’s brilliant. If we had had the radio before we would not have had as many problems, i.e. assaults, chases. “

“Too expensive - more users will reduce costs. Some won’t join unless the police are on line.”

“Wouldn’t want to part with it.”

“My lifeline.”

5.3.4. Associated research

Two independent surveys of Wolverhampton Retail Radio Link conducted by the Home

Office Safer Cities project and the Wolverhampton Town Centre Association revealed the following :-

- 68% of retailers reported a reduction in shop theft.
- one store reported a 23% reduction in stock losses equating to a saving of £60,000 per annum.
- the average estimated savings in stock loss for retailers was 34%, since joining the scheme, ranging from savings of 50% to 15%.
- 60% of respondents had a better decrease in losses compared with other branches of their store within the UK
- 44% of staff reported reductions in fear of crime.
- 85% believed the scheme could only operate with police support and involvement.
- 93% felt they received effective feedback from the police.
- 100% felt there was an effective police presence in the town centre.
- 100% recommended the scheme to other town centres.

5.4. Neighbourhood Watch co-ordinators response

A survey to ascertain acceptance of radio link schemes with Neighbourhood Watch co-ordinators was conducted on the occasion of the West Midlands Police,

Neighbourhood Watch conference, held in June 1994 at the International Conference Centre, Birmingham.

The following results were found :-

- In the case of 68% of co-ordinators they reported that they receive routine information from the police or crime updates, mostly by way of newsletters or telephone.
- It is disturbing to note that 38% of respondents are not satisfied with the way in which they receive information from the police.
- In the case of communication between co-ordinators and scheme members 75% of respondents reported they were satisfied with the means of communication but as the majority of delegates at the conference were co-ordinators themselves this result could be somewhat biased.
- The preferred method of communication between co-ordinators and members and between members is by personal contact for example by word of mouth or phone.
- However when co-ordinators were asked about passing information back to the police and were given a range of possible options, the first choice was by telephone, the second by personal contact but the third was of by way of two way radio.
- The use of two way radio was also preferred by a significant number of respondents in relation to possible communication between the police and co-ordinators.

6. Conclusion

6.0. Radio links are here to stay. The benefits identified by the radio users guarantee that radio links will remain an item on the crime prevention agenda.

6.1. The police have promoted and driven the adoption of radio links and continue to do so. The success or failure of any such crime prevention measure will be determined by the strength of commitment and ownership of the participants.

6.2. Therefore the future success of radio links will be predominately decided by the police. The police have a 'once only' opportunity to get it right. To learn from the experiences of other crime prevention initiatives such as, alarms, CCTV, Watch schemes and Secure by Design.

6.3. The concept of 'partnerships' is often discussed in relation to crime prevention. Is there a better example of a role for the police to introduce 'partnerships in action' ?

Radio Link - Standards

Issues

There are many issues concerning the operation, management and development of a radio link.

This section covers all of them, containing both :-

Guidelines - Where decisions have to be made dependant upon local circumstances and needs.

Policies - Which have been determined by the identification of good practice.

It is recommended that **guidelines** be followed and **policies** adopted.

Framework

The guidelines and policies are included in a **framework**. The recommended use of the framework will lead to achievement of the standard for a radio link.

The framework is supported by a **toolkit**.

Toolkit

The toolkit documents the issues required to operate a radio link.

It is intended to provide a step by step guide to help the police where :-

- They are asked to advise on the development and implementation of a radio link to the standard.
- They participate in a radio link and want to achieve the standard.

Radio Links - Framework

1.0. Definition

Radio Links are defined as being “ *A radio communication system linking members together, ideally with the police.* “

1.1. Objectives

- To promote and increase the safety of members and the public.
- To reduce levels of actual and perceived crime, thus improving the quality of life of communities.
- To improve communications between members.

2.0. Issues for consideration

2.1. The need for a radio link should be identified, researched and discussed with all interested persons, at all levels, prior to implementation. It is recommended that any assessment of the need for a radio link can be effectively achieved by following the guidance structure concerning the implementation of CCTV systems, in the PSDB publication ‘CCTV Operational Requirements Manual’ by Jim Aldridge and the Home Office publication ‘CCTV Looking Out For You’ by Philip Edwards and Nick Tilley.

2.2. The effectiveness of the radio link will be affected by :-

- Police involvement and participation
- A representative body of interested parties formed into a constituted committee to establish, control and manage the system.

2.2.1. Police involvement

The radio link should be monitored by all radio users. This does not guarantee a police response nor an enhanced level of police service.

2.2.2. Interested parties

Any person, organisation or business group who having identified a common need, or interest, identify radio links as a part of the solution.

3.0. Planning

3.1. Any consideration of the establishment of a radio link should involve discussions with organisation such as :-

- Local Authorities in particular Emergency Planning Officers.
- Emergency service providers.

- Central and local funding agencies.
- Specific types of Watch schemes.
- Commerce or business groups.

3.2. The initial discussions between the above people would lead to the establishment of a Steering Group to develop a radio link.

3.3. The Steering group should establish a committee, constituted to manage the radio link. The police should attend the committee as observers and advisers, without commitment, at the invitation of the committee.

Important note. The police may not be a formal member of the committee. Reason :- the committee will be legally responsible for the radio link and will both vet and discipline members.

(See ‘Committee constitution’, toolkit 1)

3.5. The committee should seek tenders from suppliers of radio communication equipment and decide upon a suitable supplier. The supplier should work to the direction of the committee and comply with all radio licence requirements as specified by the Radio Communications Agency.

Important note. The police must play no part in the tender process nor on deciding the supplier. Reason :- there must be no suggestion that the police recommend or favour a commercial organisation.

3.6. The committee, with the equipment supplier may seek to identify the potential expansion of the radio link and its future requirements. For example :- telephone interconnect, voice logging, computer controller and networking. They should agree upon the location of the base station and aerial. Consideration should be given to the security of the equipment and the location of the radio control unit, preferably located in a staffed, fully equipped, 24 hour control room.

3.7. The committee must identify ongoing costs for example, maintenance, insurance, radio licence and administration. The individual subscribers will meet those ongoing costs either by way of subscription or grants.

3.8. The committee will apply for a licence for the radio link from the Radio Communications Agency of the Department of Trade and Industry. The committee will be licence holder and legally responsible for the conduct of the radio link. All radio users must be made aware of their joint responsibility under the licence. The committee, as a representative body of radio users is best placed to achieve the objectives of the radio link.

The radio licence must be renewed annually and the Radio Communications Agency notified regularly of such changes in the number of radios on the radio link as this alters the licence cost.

Important note. The police must not be the radio licence holder. Reason :- the licence holder is legally responsible for the conduct of the radio link.

4.0. Funding

4.1. The following suggestions are made in relation to funding a radio link :-

The total equipment costs for example the base station, aerial and radios can be leased, hired or rented as a package. In this case each subscriber pays for the radio link through a monthly rate per radio.

The major capital costs, the base station and aerial (Approximately £3,000 - £3,500 for a Retail Radio Link) could be met by grant or donation of funds. Larger radio links such as Community or Business, will be substantially more expensive to purchase. Individual subscribers thereafter rent, lease, hire or purchase their radios. Approximate cost of a hand held radio is £450.

4.2. The police may have radios loaned or donated to them. This is a common feature in a number of existing radio links. Thereafter the police may purchase their own.

Important note. At no time should radio link, Private Mobile Radio (PMR), frequencies be encoded onto police radio equipment. Reason :- there must be no possibility of police radio messages being passed on the radio link frequency.

There must be no possibility of police radio messages being ‘mixed’ with those of a radio link.

5.0. Operation

5.1. The effectiveness of a radio link is dependant upon a number of factors for example, the disciplined operation by radio users and the collaboration of members.

5.2. The involvement of the police in a radio link is desirable as they will bring credibility to it and assist the effective resolution of incidents. The committee should consult with the local police with regards the extent of their involvement in the radio link.

(See ‘Protocol’ toolkit 2)

5.3. Management choices

The committee should define the nature of the problem for example the ‘questions’ the radio link is being asked to ‘answer’. The local circumstances must be taken into consideration for example :-

- The time the radio link is to be in use. Is it just daytime or 24 hours ?
- The geographical extent of the radio link. Does it cover more than one police area or Force ?
- The appropriate response expected from the police ?

5.4. Application and Vetting

The committee should be responsible for the assessment of all applicants to the radio link. The standard for such assessment should be their suitability as a ‘fit and proper person’. The application should be supported by a proposer and seconder from the radio link.

Important note. The police can play no part in this procedure. Reason :- there must be no suggestion that information held by the police namely, criminal records, have been used in the vetting procedure.

(See ‘Radio link applications procedure’ toolkit 3 and ‘Agreement’ toolkit 4)

5.5. Discipline and Removal of members.

The committee as the radio licence holder is responsible for the correct use of the radio link.

Any breach of the radio link standards should be addressed by the committee.

The following actions are recommended :-

- Additional training.
- Verbal or written warnings.
- Removal of member from the radio link.

Note. Certain radios have the capability of being remotely de-activated should the breach continue or the censure be ignored. (This capability is also recommended to address the issue of radios being lost or stolen to prevent the radio link being compromised.)

5.6. The provisions of the Data Protection Act and the integrity of the Police National Computer must be observed at all times by police officers when operating on a radio link for example, the police cannot confirm on the radio link that an individual has a criminal record.

5.7. The security of the radios and the PMR frequency must be strictly controlled by the committee and the radio equipment supplier. Should the radio frequency not be controlled and it is allowed to be encoded onto radios not supervised by the committee, or to be misused by criminals, then the security of the whole radio link is

compromised. The committee should require the supplier to contract not to supply any equipment without prior agreement in writing from themselves.

The radio link users must be held by contract to be responsible for the security of their equipment. Any loss of radio equipment must be reported to the police and the committee at the earliest opportunity.

5.8. The committee must prevent messages being passed which may be considered to be offensive or libellous. Suitable descriptive codes of persons must be agreed by the committee, be strictly complied with and enforced.

5.9. Radio users must not lend, give or loan any radio equipment to any person not authorised by the committee to have access to it. They should not pass information, to unauthorised persons, about the radio link or details obtained from it. This may be detrimental to the radio link.

Such actions in breach of the above would render the radio user in breach of their contract of use with the committee and liable to disciplinary action.

6.0. Training

6.1. The ability of individual users and control room staff to operate the radio equipment effectively will markedly effect the radio links effectiveness. All participating members require suitable training in the following :-

- Radio use.
- Radio discipline and procedures.
- Incident management.
- Licence requirements and legal responsibilities.

6.2. Training should be given by an approved organisation or radio equipment supplier. It should not be the responsibility of the police as it is both resource intensive and an ongoing commitment.

The police may advise on suitable radio training and call signs. The committee may require radio users under the membership contract terms, to receive training as appropriate.

6.3. Training should be provided prior to a user joining a radio link and as appropriate thereafter. Consideration should be given to training additional staff that may be required to provide cover for radio users who are unavailable.

(See 'Call signs' toolkit 5, 'Radio codes of practice' toolkit 6 and 'Operational guidelines ' toolkit 7)

7.0. Collaborative risk prevention strategies

7.1. Consideration should be given to the radio link forming a part of or supporting existing risk prevention measures. For example, town centre CCTV systems and major incident management in particular incident plans and evacuation procedures.

7.2. The existence of a number of independent CCTV systems within a town centre is quite common, with each system operating separately. It is possible to network these systems using a radio link with operators co-operating to extend the areas of CCTV surveillance.

7.3. The co-ordination of major incident management is achievable using a radio link. Information or warnings of such incidents coupled with the ability to maintain contact with users enhances the ability of the police to manage major incidents. With the Local Authority involved in the radio link, the creation of an integrated response to major incidents is achieved.

7.4. To promote and market radio links it is essential that users publicise stock loss and arrest figures. In addition, they should highlight incidents affecting community safety, such as the finding of lost children. This would promote an improved understanding of the radio link and encourage radio users to be proactive.

8.0. Insurance

8.1. The committee must consider insurance cover for any liability and legal expenses incurred. The committee should insure itself against risks such as loss or damage to radio equipment, accidents involving users or other persons whilst operating on the radio link and all other third party liabilities.

8.2. Consideration should be given to the possible risk of criminals manipulating a radio link, for example, from seeking compensation from any false arrests.

Toolkit 1 - Committee Constitution

1.0. Radio Link Committee

The radio link committee is a representative body of radio users and other interested parties formally constituted and organised. The committee is responsible for the operation and management of the radio link.

The radio users will be an association known as the Radio Link Association.

The Association will be non-political.

2.0. Constitution

2.1. Aims

- A) To increase the safety of members and the public.
- B) To reduce levels of actual and perceived crime, thus improving community's quality of life.
- C) To improve communication between members.
- D) To regulate the management of the Radio Link Committee.

3.0. Membership

3.1. Membership of the radio link committee is open to radio link users and representatives of interested parties.

3.2. Representatives of the police and other emergency services involved in the radio link will be entitled to attend the committee meetings in an advisory capacity.

3.3. Membership of the committee will be limited to a maximum of fifteen persons and a minimum of five.

3.4. The committee will have the authority to co-opt an additional five members.

4.0. Meetings

4.1. A meeting of the committee should normally be held every three months, one in every year will be an annual general meeting.

4.2. Other meetings may be held as determined by the committee.

4.3. Dates of meetings should be decided by the Officers or Chairperson of the committee.

5.0. Voting

5.1. It should be intended that decisions on any item discussed will be reached by consensus.

5.2. If a vote is taken each member shall have one vote. In the event of a tie, the chairperson will have the casting vote.

5.3. A quorum for a meeting shall be not less than four members.

6.0 Administration

6.1. The officers of the committee shall be the chairperson, secretary and treasurer. The officers shall be elected at the Annual General Meeting from nominations received from the committee. A period of office shall be twelve months.

6.2. The agenda for each meeting should be prepared by the secretary after consultation with the chairperson. The members may propose items for inclusion on the agenda, which should be notified to the secretary at least two weeks before the next meeting.

6.3. The responsibility for all monies, accounts and property of the radio link committee shall be vested in committee. The accounts shall be audited annually and submitted to the committee for information and approval.

7.0. Funding

7.1. The radio link should be self financing and will be non-profit making.

7.2. Surpluses, after payment of all costs, will be used to achieve the objectives of the Association.

Toolkit - 2 Protocol

This protocol document concerns the relationship between the police and the Radio Link Committee.

- The police agree to receive information and messages from radio link by radio, provided standards are met.
- They reserve the right to decline to receive such messages.
- The responsibility for monitoring the radio link frequency will remain with the committee (or an appointee of the committee).
- The police cannot guarantee a response to a radio link request.
- The police will not provide an enhanced level of service to radio link users.
- The radio link committee will be responsible for the receipt of all initial radio messages.
- The committee will action such messages thereafter as outlined :-

Where a police presence is not required, requests for the attendance of the Fire or Ambulance Service will be referred by the committee to the relevant service by telephone. Incidents requiring immediate response should be referred to the police by the radio. They are :-

1. Threat to life or limb (actual or perceived).
 2. Crime in progress.
 3. Where the committee believe the circumstances of the incident warrant an immediate referral to the police.
 4. Any activation of the 'personal attack' facility on the radio which is verified as meeting one of the above criteria.
- Should no reply be received by radio the committee should contact the police by telephone.
 - All other messages will thereafter be considered to be a standard response and should be referred to the police by telephone.
 - The responsibility for deciding upon the above criteria will remain with the committee.
 - It is accepted that should a decision be made which may result in an error, it will not result in a breach of this protocol, if that decision was made in good faith and is reasonable.
 - Where practicable radio users will be informed by the committee of its decision as to the means by which the message is referred to the police.

This agreement shall not create a contractually, legally binding document between the parties and is intended to set out the voluntary arrangements and understanding as to how the radio link will operate.

This agreement may be terminated by either party giving the other two months notice to that effect, in writing.

Toolkit - 3 Radio Link Applications Procedure

1) An applicant makes formal contact with the relevant Radio Link committee.
2) The committee forwards to the applicant copies of the contract and other relevant documentation. For example :-

- Framework guidelines.
- Protocol document.
- Radio procedures and guidelines.

3) The applicant confirms the application and signs the relevant contract, which is returned to the committee with the annual subscription, paid in full.

4) The committee agree to interview the applicant and a date is confirmed for the personal interview.

5) The interview is held between the applicant and the committee or a sub-committee. The following areas are discussed in the interview :-

- What do they want the radio link to achieve, for them ?
- What security resources do they have for example, the number of uniform guards employed and any CCTV facilities ?
- What crimes have they suffered and what problems do they want the radio to address ?
- How many people will have access to the radio and who will be responsible for its security ?
- Has the applicant discussed the relevant contract and other documentation with their head office and are they both in agreement with the application ?
- What is the likely extent of their use of the radio, for example what are their hours of opening and will the radio be used in a mobile or static capacity ?
- What is the applicant's policy with regards the arrest or detention of offenders and the subsequent referral of them to the police ? (A positive arrest and police referral policy is sought.)

6) The committee being satisfied with the applicant registers them as a member of the radio link association.

7) The committee notifies the radio equipment supplier of the details of the applicant and the radio is despatched.

8) Training is arranged by the committee, call signs are allocated and the applicant joins the radio link.

Toolkit 4 - Agreement

1) Date of membership

2) Duration of agreement

This agreement in the first instance is for a period of 12 months from the initial date of membership. In the event of either party seeking to terminate the agreement at the end of the 12 months or at any time thereafter, one complete months notice in writing must be given.

3) Renewal of membership

Applicant agrees that membership must be applied for annually from the committee.

4) Payment of fees

Applicant agrees to pay such fees as requested by the committee to maintain the radio link.

5) Liability

The applicant or their representative agree that should they by any act or omission, compromise the security of the radio link they will pay for all such changes to the radio equipment and radio licence fees, at the current market rate, as required.

6) Maintenance of equipment

Applicant agrees to contribute towards any future maintenance of both their own equipment and the radio link to ensure it functions effectively.

7) Operational guidelines

Agree to comply with any radio procedures, protocol agreements or operational guidelines as agreed between the radio link committee and the police. Agree they have received a copy of these documents and have understood them.

8) Breach of guidelines etc.

Agree that if they or their representative breach any of the above guidelines etc. they will render the applicant liable to such discipline procedures as determined by the committee.

9) Amendment to agreement

The committee reserves the right to amend this agreement as necessary. All members will be given written notice of the change and will be required to sign the new agreement.

Signed on behalf of :-

Signature :-

Title :-

Date :-

Signed on behalf of :-

Signature :-

Title :-

Date :-

Toolkit - 5 Call Signs

Retail Radio Link (Abbreviation of name.)

Marks and Spencer's	Mike Sierra
British Home Stores	Bravo Hotel
Woolworth's	Whiskey Lima
C & A	Charlie Alpha
Boots	Bravo Charlie

Community Radio Link (Abbreviation of department.)

Primary School	Echo Papa
Junior School	Echo Juliet
Secondary School	Echo Sierra
Housing Office	Hotel Oscar
Enforcement Officers	Lima Oscar

Business Radio Link (Police divisional letter and business type.)

Retail store in Walsall	Hotel Romeo
Industrial unit in Wolverhampton	Golf India

Toolkit - 6 Radio Codes of Practice

1.0. Test calls

1.1. Digital test call :- Certain radios can transmit and receive, non-verbal messages, which consist of 'data', which is similar to alpha numeric pagers. In the case of radios with 'log-on' facilities, this function should be conducted as it constitutes a 'test call'.

Verbal test call :- It is strongly recommended that you conduct a verbal 'test call' to ensure your radio equipment is capable of transmitting and receiving messages.

2.0. Brevity

Air space is at a minimum.

Where radio links operate without a control room facility, they will be on 'talk through'. Therefore when you are transmitting nobody else can do so.

During busy times the radio channel can become overloaded and messages must therefore be kept short. Speak clearly and at a speed, which will enable all receivers to make note of relevant details.

Do not gabble, get excited, use slang terms or transmit in bursts of more than 15 seconds at a time.

2.1. If an incident is taking place and the radio is in use, do not break in unless your message is relevant to that incident or is more urgent.

2.2. The radio link should be considered as an alternative to existing means of communication and not the only method by which other radio users can be contacted. If your message is not relevant to the use of the radio or non-urgent, use the telephone.

3.0. Clarity

3.1. There must be no ambiguity or misunderstanding in any message passed over the air.

3.2. Absolute clarity is of paramount importance and cannot be overemphasised . You must hold the radio to your mouth and press the transmission button firmly.

3.3. All call signs must be repeated twice at the start of your transmission. Unless the radio has an alpha-numeric display of callers, when once is sufficient. Be professional at all times giving your call sign and location.

4.0. Standard expressions

4.1. These will be used to save time and help avoid confusion during transmissions. It is essential that all users understand their meaning and become fully familiar with them.

Thereafter use of appropriate standard expressions will save time.

Standard expressions

<i>Expression.</i>	<i>Meaning.</i>
Go ahead.	Pass your message.
Over.	Transmission finished.
Roger.	Message received and understood.
Say again.	Retransmit message.
Standby.	Message acknowledged but I am unable to reply or deal with it at this time.

Remember :- Be accurate, brief and clear.

If your transmission is not acknowledged change your position or check the condition of your radio.

5.0. General

5.1. The contents of all messages handled by you are confidential, they are only to be communicated to other persons who are participating in the radio link.

5.2. Be aware that radio transmissions are not always secure and care must be taken to avoid the transmission of any material, which could be of special interest or use to an unauthorised person who may be listening.

6.0. Imminent personal attack

6.1. Any person who is under physical attack or in imminent danger of being so, must give their call sign and location and request help using the below means.

Dependant upon the decision of the committee use one of the following :-

- Activate the personal attack alarm on the radio, or
- Use the phrase 'Code 21' (police code for personal attack.), or
- Use the phrase 'Assistance'.

6.2. Radio users must only use the above terms when under attack.

6.3. Any person requesting the urgent attendance of the police or other participants at a given location must request 'backup' from other radio users and state the reason for their request.

Toolkit - 7 Operational Guidelines

- DO** Your primary objective is the safety of yourself, your customers, staff and the security of your premises.
- DO** Monitor the radio link channel, respond to calls to yourself and note any circulation's or messages.
- DO** If you call the control room, other radio users or the police, state clearly the reason for doing so.
- DO** Comply with the radio procedures, contract obligations and framework guidelines.
- DO** Inform the control room or police of incidents, most especially those involving crime or disorder.
- DO** Comply with all instructions given by the control room or the police in respect of such incidents.
- DO** Provide clear information concerning the incident and regular updates.
- DO** If you leave your place of work in response to an incident, inform the control room or police immediately of the reason and your new location. If you are a mobile resource and attend an incident, immediately inform the control room or police of your location.
- DO** If you enter other premises or radio users location in response to an incident inform them as soon as practicable and comply with any instructions they may give you.
- DO NOT** At any time place yourself or any other person in any unnecessary danger through an incident.
- DO NOT** Become involved in incidents unconnected with yourself or your premises, unless requested to do so by the control room or police or in response to an emergency situation for example a major incident.
- DO NOT** Use any sexist, racist or other discriminatory or unsuitable expressions.
Note. To do so renders you liable to immediate expulsion from the radio link.