



NEIGHBOURHOOD POLICING Business Guide

RIGHT PEOPLE

RIGHT PLACES

RIGHT NUMBERS





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Foreword



This guide is one in a series produced by the National Policing Improvement Agency (NPIA) Citizen Focus and Neighbourhood Policing Programme Team. It is designed to assist operational practitioners at all levels to deliver and sustain Neighbourhood Policing in local business communities, in partnership with those communities. It will support you in identifying and addressing the specific needs and priorities identified by local businesses within a wider Neighbourhood Policing engagement strategy. It will help give the business community confidence that the police and their partners are working with them to deal with issues that matter to them.

The business and retail community is at the heart of local communities, employing close to three million staff across the country and providing local goods and services to communities. It is an essential contributor to economic growth and to the regeneration and stability of areas.

Evidence so far from the Citizen Focus and Neighbourhood Policing Programme shows that three key factors improve community confidence and lead to neighbourhoods feeling both safer and being safer:

- increasing police visibility
- engaging with local communities to identify their concerns and priorities
- working with local communities to solve the problems that matter to them.

This guide has been produced after consultation with central and local government, and with practitioners from the police and public, private and voluntary sectors. It provides case studies of practice already happening across the country. The aim of the guide is to help Basic Command Unit

commanders, partners and neighbourhood team officers to meet the needs of business communities. The guide builds on and should be read along with other guidance produced by the Citizen Focus and Neighbourhood Policing Programme Team, including:

- BCU Commanders' Guide
- Neighbourhood Team Guide
- Partnership Guide
- PCSO Practitioners' Guide
- Performance Guide
- Rural Policing Guide
- Neighbourhood Profiles Guide (February 2009)
- Emerging and Incoming Communities Guide (March 2009).

'Building Communities, Beating Crime' (Home Office, 2004) provided a vision of a police service that is both accessible and responsive to the needs of the citizen. This guide will help you make this vision a reality and ensure effective delivery of Neighbourhood Policing to business communities.



Introduction

The vision for Neighbourhood Policing is to work in partnership with others to achieve neighbourhoods that feel secure and where people feel confident that:

- the police understand and are dealing with the issues that matter to them
- communities can influence decisions and, where appropriate, participate in addressing the issues.

Neighbourhoods and communities include local businesses. Many of these are town centre businesses or businesses based on industrial estates. But we also need to think about smaller businesses – shopkeepers who live ‘above the shop’, and people who run their businesses from home.

There is currently no official Home Office definition of business crime and so some forces have developed their own definition. Nottinghamshire Police, for example, define business crime as ‘any crime against a business or on business premises or which is likely to have a negative impact upon that business’.

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Studies carried out by groups like the Federation of Small Businesses (FSB) have highlighted concerns about a lack of focus on the issue of business crime. Pilot surveys have shown that up to 20% – the ‘forgotten fifth’ – of all recorded crime is against businesses (‘Crimes against Business: the Forgotten Fifth’, FSB, March 2007).





The FSB report also highlighted the fact that hundreds of cases of anti-social behaviour (ASB) and criminal damage are going unreported due to a lack of confidence in the criminal justice system amongst the business community. The retail sector reports the highest level of intimidation or threatening behaviour of any business sector. This can lead to stress-related illness, absence and a high turnover of staff. The cost and trauma associated with crime also acts as a barrier to business growth, which in turn has consequences for local communities.

'The business sector makes a vital contribution to the UK economy. There are often, however, unintentional consequences in terms of contributing crime, such as new products and services which are susceptible to theft or fraud, or products which are accessible (e.g. underage sales of alcohol). We have already learnt valuable lessons from important initiatives in this area, but we can do more to bring government and business together to solve these issues. This includes addressing crime against business.'

(Home Office Crime Strategy for 2008-11, 'Cutting Crime - A New Partnership', 2007, p.22)



There is already a great deal of good work being carried out at BCU level, but this is not always consistent across the country. A number of actions can be taken at both strategic (BCU commander) and local (neighbourhood team) level:

- recognise local businesses as a key ‘customer’ and a community in its own right
- identify the different local businesses and local business groupings within neighbourhoods
- understand and profile the scale and location of local businesses and the particular issues that affect them
- engage with the local business community to identify their concerns about crime and disorder
- include both employers and employees in any approach
- keep local businesses informed on crimes and ASB reported to the Neighbourhood Policing team – and feedback progress on investigations – to better manage expectations
- ensure the needs of the business community are taken into consideration at the local Crime and Disorder Reduction Partnership.

We can address the issues specific to local businesses by applying the general principles of Neighbourhood Policing:

Access – provide local businesses with a named point of access to local policing

Influence – provide opportunities for local businesses to influence policing priorities in their neighbourhood

Interventions – provide targeted and controlled responses in collaborative partnership

Answers – provide sustainable solutions to problems and feedback on results.

This guide has been structured to highlight how these principles should be applied to specifically meet the needs of business communities. The guidance is supported by a number of related case studies which, it is hoped, will assist other practitioners in policing business communities.





Access

Mapping the business community in your area

Neighbourhood teams should be dedicated to a specific geographic area or community of interest and be locally accountable. Teams need to be visible, accessible, locally known, and knowledgeable. The first step to achieving this within the local business community is to map the business profile of your area in terms of business:

- **type** – retail, leisure, manufacturing, financial, etc.
- **size** – number of employees, different sites
- **location** – town centre, industrial estate, ports, out of sight (e.g. working from home)
- **groupings** – licensed premises, retail businesses, business parks/industrial estates, main shopping centres, petrol stations, self-employed, commercial services (banks, cash machines, pawnbrokers, cheque cashing outlets, scrap metal dealers, salvage merchants, sports/recreation/fitness centres), etc.

Neighbourhood teams can use this information to define neighbourhoods in consultation with local businesses (further profiling guidance is being issued by the NPIA in February 2009). You should also be able to get a lot of assistance, information and expertise about local businesses from your local authority.

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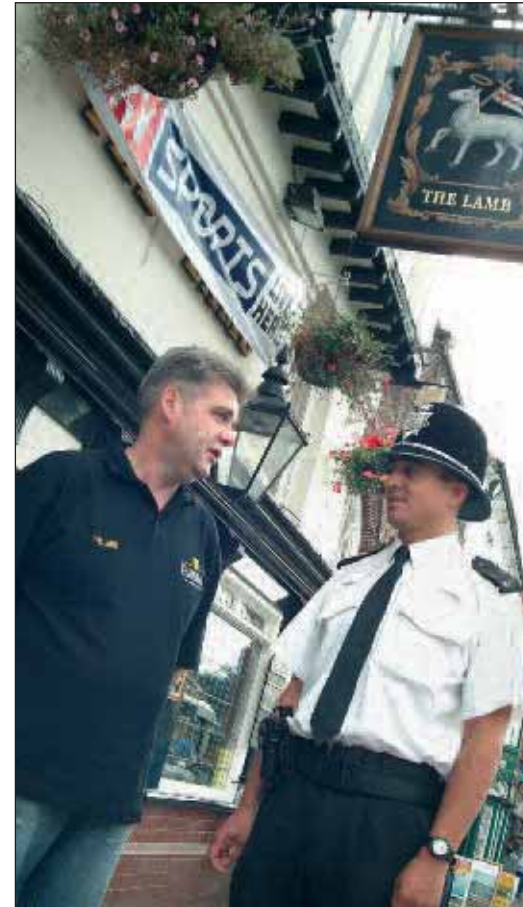


What determines a business neighbourhood?

Businesses may already see themselves as part of a particular business community. Some may regard their community of interest as all the similar businesses (e.g. all licensed premises, all Indian restaurants) within a particular geographical area - or see themselves as part of a 'virtual neighbourhood' (e.g. all the branches of a particular retail chain). Some may define their neighbourhood as all the different businesses within a smaller area (e.g. a high street, a business park). Others will see themselves as part of the wider neighbourhood within which the business is located, including the residential population (e.g. a small market town).

Engagement will be most successful where neighbourhood teams consult local businesses in order to understand how businesses see themselves as part of a community with similar needs and priorities. Allowing businesses to self-define their geographical neighbourhood or virtual neighbourhood also means that teams can tap into existing business community networks, such as Shop or Pub Watch schemes. Local authorities will hold information on existing business forums which can be accessed by neighbourhood teams.

It is important to get this right because the neighbourhood profile will ultimately determine the engagement plan that is adopted. For example, the Bournemouth and Poole Division of Dorset Police has completed a profile specific to Bournemouth town centre. This is being used to develop an engagement plan that incorporates all types of businesses from both the day and night time economy. The profile is available on the Neighbourhood Policing website www.neighbourhoodpolicing.co.uk.





Engaging with local businesses

'Be more proactive with the business community and not just wait until a business suffers a crime before engaging with them.'

(*'Crime against Business: the Forgotten Fifth'*, FSB, 2007)

Engaging with local businesses means providing the opportunity for businesses to participate in policing at their chosen level, to identify their concerns and, where appropriate, decide solutions. To be effective, the engagement process should be tailored to the specific needs of the individual business or group of businesses – including the police making first contact rather than expecting businesses to contact them.

The recent FSB report *'Putting the economy back on track: Crimes against business'* (November 2008) states that:

'Neighbourhood Policing Units are hailed as the answer to local crime problems. Businesses themselves have some faith in them as an effective response to crime at a local level. However, far fewer businesses have had any direct contact with their local unit.'

Effective communication is essential to the development and delivery of Neighbourhood Policing. BCU Commanders and neighbourhood teams need to develop and maintain lines of communication with businesses. There is benefit in having a joint communications strategy with partners that specifically targets local business – for example, through the use of joint logos, publications and newsletters. A targeted communication strategy will enhance engagement and contribute to increasing satisfaction and confidence amongst the business community. In addition, effective engagement and building trust and confidence with businesses will afford good opportunities to obtain information and intelligence concerning wider community issues.

Like the community in general, businesses want accessible, knowledgeable and locally known policing teams. However, businesses present some specific challenges:

- finding a time to make contact that does not interfere with business activities
- ensuring that both employers and employees are involved
- setting up an appropriate mechanism for engagement.



Choosing the best time of day

Engagement will be more successful if it does not interfere with normal business activities. Retail or catering businesses, for example, will want to concentrate on serving the public during opening hours. On the other hand, businesses may be deterred from attending broader neighbourhood meetings because they take up valuable time and lack a business focus.

Teams should liaise with businesses to determine the best time for formal engagement. This could be during:

- internal team meetings
- training sessions
- canteen breaks.

For example, Neighbourhood Policing teams at Gatwick Airport regularly hold surgeries in the staff canteen.



Engaging both employers and employees

Neighbourhood teams have traditionally developed lines of communication with a single point of contact within each business – usually with management or the owner. Whilst this is clearly essential, it is also important to find out the concerns of employees as well. Without this there is a risk that local issues of concern to employees on the shop floor or in offices may be overlooked.

This has been recognised by the City of London and Metropolitan Police forces who are working in conjunction with Cardiff University on an evidence-based approach to adapting Neighbourhood Policing to the needs of businesses. Part of this work, which will be undertaken over two years, will look at the best approach to engaging with ‘vertical communities’ - in other words, all the businesses that work within one building. For contact details, see: www.cityoflondon.police.uk/CityPolice/ECD/



A major issue for many town centre neighbourhood teams is a perceived lack of engagement with store managers of large retail chains, leading to a perception that local managers do not have the authority to support partnerships. However, large retail chains often devolve responsibility for security matters to a Head of Security or similar post within the store. This person is often the best single point of contact within such organisations and should be identified so that relationships can be built with the store.

Teams should adopt different tactics for engaging small, medium and large businesses. Small retail operations will appreciate informal contact with Neighbourhood Policing teams and may seek to develop a relationship on a personal level. These outlets often only have one or two members of staff and may find it virtually impossible to attend mass meetings. Developing a relationship with small retailers will help build confidence in the Neighbourhood Policing team.

Finding mechanisms for engagement

Before setting up any engagement process, teams should consult businesses to establish the most appropriate format, timing and location.

The range of mechanisms available for engagement with the business community includes:

- daily face-to-face contact with employers and employees
- watch organisations (Business Watch, Town Watch, Shop Watch, etc.)
- local events/meetings (e.g. breakfast meeting)
- surveys
- street meetings
- use of IT (email, text)
- various forums and partnerships
- representative organisations (e.g. Chamber of Commerce, FSB)
- voluntary organisations (e.g. Rotary Club).
- community newsletters (e.g. `Community Counts`).

Local authorities – especially town centre managers and regeneration departments – will be able to identify pre-existing engagement opportunities within the local business community.

CASE STUDY: WEST MIDLANDS

West Midlands: Officers in the West Bromwich and Rosendale neighbourhood teams hold surgeries in the market area on market days. Regular contact with these businesses has increased trust and confidence in local neighbourhood officers.

CASE STUDY: NORTH WALES

The dedicated neighbourhood team has reduced recorded crime on the Llandygai Industrial Estate in Bangor by 45% in their first year. The team, consisting of a police officer and three PCSOs, has established an office on the estate and work until 05:00hrs – the most vulnerable time as identified by the profile. The mobile 'butty van' has proved an ideal opportunity to engage with people working in and visiting this busy industrial estate.





Watch schemes

Watch schemes present an important opportunity for neighbourhood teams to tap into existing local structures. Watch schemes and other forums exist within most areas, sometimes covering more than one neighbourhood. Business Watch schemes may cover all the businesses within a particular area, for example Shop Watch while others cover specific types of business – for example Pub Watch, Club Watch and Forecourt Watch. These schemes allow officers to engage with businesses, determine priorities, cascade information, and provide feedback on problem solving activity; they should therefore be actively encouraged.

CASE STUDY: NORTH WALES

A leaflet has been produced to help neighbourhood teams in Bangor and Caernarfon to promote Business Watch. This gives advice on setting up a Business Watch and includes a promotional flyer to distribute to businesses, describing the benefits of the scheme and inviting businesses to a meeting.



CASE STUDY: THAMES VALLEY

Bracknell's first Shop Watch scheme was started in July 2005 in Great Hollands Square in response to continued problems with youths gathering in the precinct and intimidating shoppers. Working with the neighbourhood officer, residents convened a meeting at the Talk Shop in the precinct which was attended by representatives from the shops, library and community centre – and the ASB co-ordinator from the council. The actions which followed included:

- electing the off-licence as co-ordinator and business responsible for liaising with the police
- a 'no ball games' sign outside the Indian restaurant
- installation of a mobile CCTV
- banning of certain individuals from the shops
- greater police presence (neighbourhood officer and PCSO).

ASB has virtually disappeared from the precinct. The watch scheme has expanded to include small businesses behind the shops and some homes that overlook the area.

All the shopping precincts in Bracknell Forest are now members of Shop Watch, with similar success.

CASE STUDY: WEST MIDLANDS

Officers from the Frankley neighbourhood team, part of the Bournville Lane operational command unit, joined forces with businesses at the Great Park entertainment complex in response to a rise in vehicle crime and theft that was damaging business. Managers and staff on the site were asked to be the 'eyes and ears' of crime reduction in Great Park, while police stepped up their presence at the complex. Rubery police have reported a 60% reduction in crime, including vehicle crime, while managers have reported an increase in visitor numbers.



Co-locating teams with businesses

Co-locating teams with businesses provides easy access, both to and by the community, and facilitates data sharing, joint problem solving and communication. Co-location can foster better day-to-day relationships between stakeholders and help to ensure that priority problems identified by local communities receive a rapid, co-ordinated response. Local businesses can support this by offering use of their premises, and neighbourhood teams should explore this opportunity.



CASE STUDY: KENT

Kent Police have a police station located within the Bluewater shopping centre, including a custody suite. Officers are funded by the retail mall itself and work in partnership with on-site security teams to tackle ASB and acquisitive crime.



Involving new and incoming communities

Neighbourhood teams need to be aware that some members of new communities may find it difficult to communicate with the police and partners – because of language barriers or because their perception of the police is influenced by previous experience. This means that their needs and views are often overlooked.

In some businesses, a percentage of employees may be migrant or seasonal workers, especially those from the new EU accession countries like Bulgaria and Romania. There are also a growing number of local businesses (e.g. Polish supermarkets) setting up to cater for these new communities, often run by people from within that community. Some new communities may nominate a spokesperson through whom they communicate. But this is not always the case, and teams need to be aware that the key individuals they identify may not represent the views of everyone in a particular community. Local authorities should hold up-to-date information on communities present and incoming within the local area (further guidance on Emerging and Incoming Communities is being issued by the NPIA in March 2009).

Neighbourhood teams need to develop a strategy for engaging new communities:

- Teams must set up processes that allow and encourage people from new communities to communicate and engage on a one-to-one basis with police. Officers and PCSOs with particular language skills could be useful here.
- Officers should consider the effect such focused engagement may have on relationships between employees from the new communities and other employees and agree an engagement strategy in consultation with the employer and other employee representatives.
- Teams also need to be aware that people do not necessarily get involved or become integrated into established communities, but live and work independently. This may mean that their views go unheard. Teams need to consider other sources of information and means of engagement such as making contact with migrant workers through recruitment companies and licensed gangmasters.
- Teams should work in partnership with the local authority and the voluntary sector to consider whether to provide translated literature or information. Sometimes a combination of translation and pictures can be more affective.

Rural businesses

The policing needs of rural communities, including business in rural areas, may be different from those in towns and cities. Certain types of crime happen more often or have a different impact in rural areas and some crimes are almost uniquely rural, such as diesel, agricultural machinery or livestock theft. The impact of crime on victims and communities can be greater in rural areas where people may feel more isolated and vulnerable. Specific guidance for Neighbourhood Policing teams in rural communities, with useful case studies, is available from www.neighbourhoodpolicing.co.uk



Access: Key points

Neighbourhood teams should define business neighbourhoods through consultation with local businesses themselves.

Engagement with local businesses allows the business community to participate in policing at their chosen level.

The engagement process should be tailored as far as possible to the needs of the individual business or group of businesses.

Flexible and responsive engagement processes allow a greater range of businesses and employees to participate in Neighbourhood Policing.

Neighbourhood teams should utilise to the full any existing means of engaging with local businesses.





Having established effective methods of engagement and gathered information and intelligence from local businesses, the next step is to identify how these opinions, concerns and intelligence can be used to influence local policing priorities.

Agreeing priorities

Neighbourhood teams need to develop processes for working with local businesses to agree the top priorities for action, whether for an individual business (e.g. a large store) or for a group of businesses with a geographical identity (e.g. a parade of shops) or a business identity (e.g. taxi cab firms).

Local businesses may be a focal point for ASB and this will impact on feelings of safety – and create concerns about crime and disorder – amongst local residents and the community as a whole (e.g. groups gathering around a corner shop).

On the other hand, there may be issues that affect local businesses but are not a concern for residents. Teams will have to decide whether to treat the local business community as a separate entity, with its own set of priorities, or include local businesses within the priority setting of the residential neighbourhood in which they are located.



CASE STUDY: SOUTH WALES

Business Partners and Communities Together (Business PACT) is run by businesses for businesses to make the areas in which they operate safer places to live, work and visit. The Business PACT Crime Prevention Partnership has welcomed the involvement of Associated British Ports (ABP), which owns and operates the port of Barry. They are working with 55 other local businesses, various community groups, South Wales Police, the CCTV unit, and Vale Council's visible services department to address incidents of ASB and business crime in the Barry docks area.



It is essential to manage expectations in terms of what the police expect from businesses and what businesses expect from the police, including neighbourhood teams. There is a reported lack of confidence and satisfaction in the criminal justice system amongst businesses. Some businesses say they do not report crime because they feel they will not get the service required and there will be no positive outcome. In developing local strategic and operational plans, BCU commanders need to ensure that they have equipped local businesses with appropriate methods of engagement and processes for involving them in priority setting and problem solving.

Surveying local businesses

Surveys are an effective way to collect information on confidence and satisfaction and find out about the issues affecting businesses. Surveys at BCU level should take into account wider force and police authority community engagement and consultation surveys, and those carried out by business organisations (e.g. FSB, Chamber of Commerce) and regional business crime forums. These survey a large number of people, and may be able to include questions to help police and partners at BCU and neighbourhood team level to understand the issues affecting local businesses. Local authorities may have already undertaken surveys to identify key priorities and concerns for local businesses; it is worth approaching them and asking to share their results to help inform your planning.



CASE STUDY: NORTHUMBRIA:

Northumbria Police and Gateshead Council, together with other members of the Safer Gateshead Partnership, are surveying firms on the Blaydon Haughs Industrial Estate in Gateshead to gain an accurate picture of the nature, cost and extent of unreported crime, including car crime, theft and assault. PCSOs are also speaking to business community members. It is hoped that residents in the Blaydon and Winlaton areas, as well as businesses, will benefit from a reduction in crime associated directly or indirectly with the industrial estate.



Involving business organisations and networks

Across the country there are national and local organisations which provide support and enable networking for businesses, including Chambers of Commerce, FSB, the Association of Convenience Stores, and the British Retail Consortium (BRC). There are also many central, regional and local partnerships developed to tackle crime and disorder. BCU commanders and neighbourhood teams should make such organisations part of their Key Individual Networks (KINs) and involve them in setting local business priorities. Some organisations may have resources that can help in tackling the priorities and will welcome a joint approach to problem solving. A number of Regional Business Crime Forums have been set up around the country. These regional forums are business led and are at the forefront of providing support to Business Crime Partnerships by helping identify crime trends and solutions. Similarly many Local Business Crime Forums have also been established. These local forums provide a link between businesses, crime partnership and the police. They share information and give assistance to reduce crime and disorder. (See 'Glossary/Useful contacts' at the end of this guide.)



By providing depersonalised crime information to local business organisations, the Neighbourhood Policing team can help inform an effective partnership response to issues concerning the business community and show businesses that business crime is taken seriously. Teams should consider preparing and providing to business partners data and hotspot maps on a range of crimes, including:

- shoplifting
- robbery of business property
- making off without payment
- credit card fraud
- non-residential burglary.

As well as improving confidence in local policing, this information will help businesses to plan their own security measures.



CASE STUDY: METROPOLITAN POLICE

The Victoria Safer Neighbourhoods Business Team is a dedicated team of 20 officers whose responsibilities include local business and trade communities within the Victoria district, as well as commuters, tourists and other visitors to this busy and vibrant part of the capital. All local businesses are encouraged to engage with the team and some are already seeing the benefit:

'This dedicated service, aimed at individual problems within our area, has assisted my team in reducing issues that reflect on the guest's and associates happiness and safety, thus influencing my revenue protection philosophy. As they say - the team works.'

Letter from Head of Security,
Victoria area hotel.

Influence: Key points

Neighbourhood teams must work with local businesses to turn business community intelligence into priorities for action.

Policing priorities for local businesses may differ from those of the wider community.

Neighbourhood teams should involve national and local business networks and local crime reduction partnerships in priority setting.





Interventions

Successful Neighbourhood Policing cannot happen in isolation. It depends on robust partnership working between the police, local authority, volunteers and the community to develop effective solutions. The Home Office Business Crime Unit and other government departments are keen to see the involvement of neighbourhood teams in tackling business crime. They recognise the benefits of having dedicated, visible, accessible and responsive Neighbourhood Policing teams working with the local business communities to identify and respond to local priorities.

Joint problem solving

Effective problem solving processes allow all stakeholders:

- to engage in identifying issues and solutions
- to share information about victims, offenders and locations
- to pool resources to deliver a joint response.

Neighbourhood Policing recognises the contributions that can be made by volunteers, community advocates and the general public – including local businesses. Neighbourhood teams need to use multiple sources of information and rigorous problem definition. They need to recognise that the issues affecting businesses, even though part of the community, may be different to those of local residents.



Business Crime Reduction Partnerships (BCRPs)

Business Crime Reduction Partnerships (BCRPs) work in partnership with the police and other agencies to reduce crime and disorder in both the day and night time economies.

There are currently 186 BCRPs around the country. Many of these are working in truly innovative ways to reduce crime by establishing positive relationships with a variety of agencies including the police, local schools and community groups. The British Retail Consortium and the Association of Town Centre Management work together to provide a national focus to support BCRPs across the country.

There have been some impressive reductions in crime and other incidents in areas where such partnerships have been formed; some areas have reported a drop of over 72% in shop theft and two thirds reduction in deception.

The emphasis of such partnerships is on self-help and preventing crime by denying criminals access to premises. This is achieved by serving exclusion notices on persistent offenders or by real time intelligence broadcasting over the radio system. BCRPs generate revenue by owning and managing their own radio schemes, and from this they employ co-ordinators and other staff, all of whom are working with the police to reduce crime and disorder.

CASE STUDY: KENT

All Kent partnerships store their own intelligence and other information on a nationally approved database - the National Business Information System (NBIS). This system contains data gathered by partnerships on a national basis and includes information on suspects, suspect vehicles, addresses and thousands of photographs downloaded from private CCTV cameras. The police did not previously have access to this information. The system has helped Kent Police to obtain evidence to support ASBOs, evidence of criminal associations and up-to-date addresses and photographs of individuals. In 2007 Kent Police purchased 35 user licences which allow authorised users to access the system from their desktops. During 2007 some 2,507 incidents in Kent were added to the system, together with 2,307 photographs. The system also identified 154 offenders linked with more than one scheme in Kent and to other schemes across the country.

CASE STUDY: SUSSEX

The Eastbourne Business Crime Group (EBCG) is a partnership between local businesses, Eastbourne Borough Council and Sussex Police. Membership ranges from major stores to small independent businesses and includes car parks, schools and the night time economy. Members communicate by a radio network and through user group meetings. The management team collates information on crime and ASB using the National Business Information System (NBIS).

There are currently five ASBOs and 29 exclusions running for the daytime economy and two ASBOs and 35 exclusions for Nightwatch. Police figures in September 2007 showed a 20% reduction in shop theft on a rolling year from the previous year and a 9% reduction in injury-related public place violent crime (PPVC). There were 40% less drug-related offences within Nightwatch premises.

CASE STUDY: WARWICKSHIRE

Warwickshire Police lead a partnership programme called "Beating Business Crime". The programme has been jointly funded since 2002 between Warwickshire Police and the five Crime and Disorder Partnerships in the County and more recently via the Local Area Agreement. This has resulted in business crime appearing in all the Crime and Disorder Strategies and being part of normal business for all the Partners. The scheme was built around a focus of interventions to target Victims, Locations and Offenders using the problem analysis triangle. These have been channelled into three work areas delivered by a team of three dedicated business crime advisors:

- Business Crime Education
- Business Crime Advice
- Business Watch

The scheme has been very successful in that:

- a. Business Crime has fallen by 33%
- b. Commercial burglary has fallen by 41%
- c. Shop lifting has fallen by 25%
- d. 6,400 contacts established with businesses
- e. 5,020 members signed up to Business Watch
- f. The proportion of all crime that is viewed as business crime has fallen from 38% to 25%.



Intelligence-led intervention

Communities expect to see neighbourhood specialists and the wider Neighbourhood Policing team making interventions of all types to deal with physical and social disorder. Experience has shown that police and partners will uncover a host of issues through effective engagement of which they were previously unaware. The demand identified by this community intelligence needs to be managed through a process which mirrors the National Intelligence Model (NIM). It is becoming increasingly apparent that the only effective means of achieving this control is through a joint tasking group that brings together key agencies who are focused on action to address locally identified priorities.

Intelligence-led intervention involves:

- sharing information
- co-ordinating action with partners
- having a common problem solving approach across agencies.



Sharing information

Neighbourhood teams must ensure that they are focusing on the priorities that have the greatest impact on local businesses, gathering information from the full range of businesses in the area - and from both employers and employees. Businesses can benefit from having in place information sharing systems and processes for discussing and addressing key issues. Neighbourhood teams need to liaise and be involved in these processes and ensure that the information is linked into the NIM process.

CASE STUDY: CAMBRIDGESHIRE

A retail photo sharing scheme operates in Peterborough. The scheme incorporates a 'banned from one, banned from all' scheme, whereby any prolific or persistent shoplifter or person committing ASB may be banned from all stores for a minimum of one year. Around 170 shops and stores (99.8%) in the city centre have signed up to this opportunity to share information and intelligence. There are currently 150 people banned, and only 4% of these have re-offended.

CASE STUDY: NATIONAL INTELLIGENCE SHARING ALLIANCE (n.isa)

Five regional partnerships covering around 70% of the country have signed up to a new intelligence network launched by the North East Retail Crime Partnership (NERCP) to address the problem of highly organised teams of thieves moving quickly between cities stealing goods and committing fraud and refund abuse. The other partnerships involved are: the Midlands Regional Crime Initiative, Retailers Against Crime in Scotland, the Scottish Business Crime Centre and Retailers Against Crime in York.

ACPO recently re-issued its 'Police and Watch Schemes Guidance on Information Sharing' (ACPO, December 2008) which outlines procedures for forces wishing to share personal data with watch schemes in the form of ASBO and persistent prolific offender images or details. ACPO have agreed an Information Sharing Agreement (ISA) template with the Information Commissioners Office. This is based on the national template for information sharing, which is in line with ACPO and Home Office guidelines for the Management of Police Information (MOPI). This guidance is available from the ACPO intranet.



Co-ordinating action with partners

Robust partnership working is a key element of successful Neighbourhood Policing. A range of services should be deployed to meet community needs. The quality of all these services, and the eventual outcome, will be improved by the development of close and effective partnership with – or as part of – neighbourhood teams and local communities. There is likely to be a great deal of good partnership work that is already focused on businesses, and it will be the task of the neighbourhood teams to build on this success and identify areas where it could be improved. It is vital to involve partners from the outset to share data and develop joint, co-ordinated responses.



CASE STUDY: NORTHUMBRIA

Northumbria Coalition Against Crime (NCAC) is an independent registered charity which seeks to reduce crime and the fear of crime in Northumberland and Tyne and Wear through working in partnership with local stakeholders. A variety of programmes and projects will focus on young people and crime against businesses in the region:

- The £175,000 'Reducing Industrial Estate Crime' project is being run by NCAC with funding from the East End and Hendon Regeneration Partnership - Back on the Map. The scheme will incorporate the existing Business Watch scheme and involve tenants, landlords, the City of Sunderland, Northumbria Police, the local community and other partners. NCAC will work with the police, youth offending service and social services to identify offenders and repeat offenders who cause problems in and around industrial estates and commercial premises in the East End and Hendon.
- The NCAC Youth & Community Programme's Project TUB will encourage local schoolchildren to think about how their behaviour impacts on others through a range of fun activities.
- Restorative Justice Programmes will directly confront offenders with the consequences of their actions.
- Businesses and shops will be given help and advice about crime prevention measures and encouraged to report any problems.

CASE STUDY: METROPOLITAN POLICE

The Safer Neighbourhoods Business Engagement Project (BEP) was set up to enhance engagement with businesses in the capital. The project included the establishment of a Safer Neighbourhood Team (SNT) business engagement toolkit. The **aims** of the project were to:

- improve contact between business and SNTs
- encourage businesses to be an integral part of the KIN
- encourage business participation in Ward Panels and Joint Agency Groups
- establish business priorities
- promote joint problem solving.

By improving engagement with businesses, the BEP hoped to achieve the following **outcomes**:

- increased satisfaction with local policing within the business community
- increased confidence that police are identifying and tackling the issues of most concern to local businesses
- increased staff perceptions of safety in the local area by day and by night.

At the heart of the project was the creation of Business Key Individual Networks (BKINs) and the development of a bespoke BKIN survey. In December 2007, nine pilot wards developed a new BKIN involving 30 or more people from a cross-section of businesses within the ward. The BKIN analysis provided a baseline to work from, highlighting local business priorities and concerns as the basis for problem solving.

The teams were provided with an action plan to achieve the project aims. During the course of the project the teams were asked to refocus their efforts on retail engagement in response to the financial crisis and an increase in retail crime. A BKIN survey in August 2008 revealed that the BEP approach is having an impact on achieving the desired outcomes.

Getting support from local businesses

An additional benefit from forging strong relationships with local business is the support that businesses may be able to provide for neighbourhood teams. This could include:

- sponsored vehicles
- bicycles
- promotional literature
- campaigns
- co-location
- administrative support
- clothing
- staff
- joint IT systems
- surveys.



Sponsorship

Forces are now able to accept up to 1% of their budget through sponsorship and other business ventures. This carries an advantage for businesses in terms of advertising and gaining media interest through innovative ideas and working with the police. Teams proposing to explore this avenue should refer to the ACPO Guidance on Income Generation and check their own force policy on sponsorship.

CASE STUDY: WEST MIDLANDS

ADT Fire and Security have sponsored a police patrol car which police officers and PCSOs from the Holbrooks Neighbourhood Policing team will use over the next two years as part of efforts to tackle car crime, shop theft and damage in an area which is home to Coventry City FC as well as a large retail park.

CASE STUDY: NORFOLK

Anglian Home Improvements have given a substantial amount of funding for Safer Neighbourhood Teams in Norfolk. The money has mainly been used to fund twice yearly newsletters to be distributed to each home in Norfolk.

Funding solutions

Robust and effective solutions to local problems can only be delivered by harnessing the support, expertise and active involvement of all community safety partners and this includes the business community themselves. Resources are always at a premium for every organisation and neighbourhood teams need to explore all possible funding streams available and make the best use of existing systems. Crime and Disorder Reduction Partnerships (CDRPs) or Community Safety Partnerships (CSPs) may be able to assist teams in identifying available funding streams.

CASE STUDY: SUSSEX

The Brighton Business Improvement District (BID) has been awarded a £350,000 contract for on-street security. This provides a uniformed presence on the street seven days a week to deter ASB and assist businesses. Security staff are trained in first aid and fire procedures and will also provide information and advice to visitors. They will work closely with the Brighton & Hove Business Forum's BCRP to log criminal activity (using headset video cameras). This intelligence will be used to help inform Sussex Police activities.

Night time businesses in Eastbourne, including pubs, clubs and taxi firms, have joined together to form Nightwatch Safer Eastbourne. Eastbourne CDRP has funded high visibility vests for the licensed door supervisors in the town's pubs and clubs.

CASE STUDY: WEST MIDLANDS

Dudley Borough Business Crime Partnership has launched an innovative new business radio link system to track thieves across the borough. Using Dudley Council's IT infrastructure and voice-over internet provider technology, the system links Brierley Hill, Dudley, Halesowen and Stourbridge town centres as well as linking into all emergency systems. The system can also be extended to include satellite business areas. The ongoing running costs are much lower than for ordinary business radio link schemes.



Involving community members



There are a number of ways in which individual community members – including people from the local business community – can become involved in Neighbourhood Policing interventions. These include:

- Community Safety Accreditation Schemes
- Special Constables
- community volunteers.

Special Constables

Neighbourhood Policing teams often include Special Constables whose role varies according to the nature of the neighbourhood and the priorities for the area. Their potential role within the business community should be explored. Recruitment from business itself could provide valuable extra coverage in terms of visibility and engagement opportunities.

CASE STUDY: METROPOLITAN POLICE

Over fifty professionals have trained as Special Constables under the auspices of Shop Watch, a growing partnership between the MPS and the retail industry. Big employers like Sainsbury's, Mothercare, HSBC and Hamley's allow staff paid leave to train and patrol once a fortnight; MPS funds four weeks of training and all equipment used. Shop Watch runs across much of London with different boroughs such as Westminster, Camden and Barnet setting recruits tasks according to strategic priorities. Many patrol the areas in which they work, or where their employer has a number of stores. Equivalent schemes have been set up in Birmingham, Portsmouth, Manchester and Liverpool.



Community volunteers

Volunteers from local communities are recruited in some areas of England and Wales to support neighbourhood teams in a variety of roles, from administrative assistance to joint training. This helps to free up officers to focus on engaging with communities and solving neighbourhood priorities. Volunteers bring a wealth of experience and knowledge to Neighbourhood Policing. Neighbourhood teams need to foster relationships with their local businesses and encourage volunteers to work with them. Further guidance on volunteering will be issued by the NPIA in 2009.

CASE STUDY: METROPOLITAN POLICE

Volunteers already contribute a great deal through the Metropolitan Volunteering Programme. In a new mentoring scheme launched by the Safer London Foundation, mentors from local businesses will provide Safer Neighbourhoods sergeants and team leaders with practical help in building lasting community relationships. The mentors will also present the officers with problem solving techniques used in business. Business managers from local Tesco and Sainsbury's stores, bank managers, accountants and healthcare professionals have all signed up for the new scheme.

Community Safety Accreditation

Community Safety Accreditation Schemes allow individuals involved in a community safety role to be accredited and given a limited number of enforcement powers. Accredited persons provide additional 'eyes and ears' on the street and are a useful information source for police officers. Local businesses throughout the country employ accredited security staff who play a vital role in achieving Neighbourhood Policing outcomes.

CASE STUDY: CITY OF LONDON

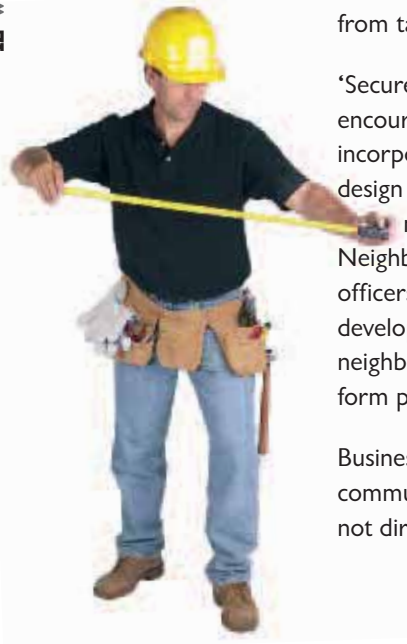
Project Griffin, a joint initiative between the Metropolitan Police and City of London Police, provides advice and training to managers, security officers and workers from large organisations across London on security and counter terrorism issues. Volunteers - primarily from the security industry - are recruited, trained and accredited to assist police by providing reassurance and advice to the public in the event of a major incident.

Crime prevention

Crime prevention tactics are high on the agenda of most businesses. The business community needs good links with local Crime Prevention Officers/Crime Prevention Design Advisors (CPOs or CPDAs). In some forces, CPOs form part of the neighbourhood teams and are easily accessible for problem solving activity generated from tackling local priorities.

'Secured by Design' is a police initiative to encourage the building industry and designers to incorporate crime prevention measures in the design of buildings. Forces generally have one or more trained architectural liaison officers. Neighbourhood teams should liaise with these officers and ensure that they are aware of development plans that may affect their neighbourhood. This information should also form part of the neighbourhood profile.

Businesses can also become involved in community crime prevention initiatives that do not directly relate to their own business.



CASE STUDY: NORTH WALES

Local police officers and Bangor and Caernarfon Business Against Crime (BACBAC) have joined forces to launch a new 'Safe Child Scheme' to help lost children. School Liaison Officers in the Western Division are giving guidance to pupils on what to do to keep safe if they get separated from their parents/guardians. Jennifer Blakemore from BACBAC is also training retail staff on how to deal with lost children and their worried parents and guardians. Retailers who are members of BACBAC have a radio link to CCTV and the police and it is hoped that this tool can form part of the scheme.



Raid-control is a police and industry crime reduction partnership initiative that aims to raise security standards in retail premises. It is supported by the British Security Industry Association, British Retail Consortium and other organisations in the security and retail sectors. The Raid-control package consists of a bespoke site survey questionnaire, retailer self-training programme, equipment toolkit and a list of accredited security trade associations. Crime Prevention Officers are central to the implementation of Raid-control; they will inspect premises and, if they meet the required standards, award Raid-control status.

CASE STUDY: SOUTH WALES

Following a large number of bag thefts in shops and public places in Barry, police have teamed up with the Business PACT Crime Prevention Partnership to roll out the use of the Chelsea clip – a small hook which is secured under tables in public seating areas.

A local retail manager said:

'Here at M&S we welcome any extra security measures from police to help prevent our customers from becoming victims of crime. A handbag usually contains personal items that can be hard to replace either because of sentimental reasons or because of the inconvenience caused. We're pleased to be a part of this proactive crime prevention initiative.'



Involving staff and other partners



Neighbourhood teams should work in partnership with local businesses to train staff in preventing and reporting crime. By making employees more aware of offending behaviour you can decrease the opportunities for crime in business locations. Training in reporting techniques helps ensure that better data are gathered more regularly, helping to inform planning and crime prevention operations. Expanding this to frontline staff of other agencies – neighbourhood wardens, parking officers, street cleaning operatives, etc. – can provide extra ‘eyes and ears’ for neighbourhood teams.

Section 17 and ‘designing out’ crime

Section 17 of the Crime and Disorder Act 1998 requires local authorities (and other statutory partners including the police) to do all they reasonably can to prevent, crime and disorder in their area (including anti-social and other behaviour adversely affecting the local environment) and the misuse of drugs, alcohol and other substances. An example of this in practice is the consideration of the impact of crime in planning submissions. Crime Prevention Design Advisors (CPDA) can assist architects and businesses submitting planning applications to consider the impact developments may have on crime, and help prevent crime through intelligent design. Neighbourhood Teams can help this process by making the business community aware that this service exists and helping link in businesses to CPDAs.



Interventions: Key points

Effective Neighbourhood Policing requires robust partnership working to solve problems and implement solutions in tackling crime and disorder. Schemes involving businesses in partnership work to tackle business crime are proving effective.

Interventions need to be based on community intelligence and agreed with partners. Neighbourhood teams need to be involved in local business networks and processes for sharing information on business crime, and ensure that the information is linked into the NIM process.

Local businesses may be able to help the neighbourhood team with practical support and enable access to existing business networks.

Individual members of the business community can become directly involved in Neighbourhood Policing as Special Constables, volunteers or through Community Safety Accreditation Schemes.

Partners can help with enforcement, prevention and intelligence gathering at the front line.



Answers

Measuring success



Neighbourhood Policing has been shown to improve confidence and performance in a number of areas. The Neighbourhood Policing Performance Guide (August 2007) suggests that 'forces can select the most relevant and appropriate performance indicators to adopt, and the most appropriate level of measurement - individual, team, neighbourhood, Basic Command Unit or force'. Forces developing their performance management process will need to decide whether local businesses should be considered as a separate entity or combined within overall measurements. They might consider adopting bespoke measurements for teams whose neighbourhood consists mainly of business premises.

CASE STUDY: WEST MIDLANDS

The Business Crime Group in Wolverhampton, which feeds into the Wolverhampton Partnership and the West Midlands Regional Crime Forum, have developed a specific local Neighbourhood Policing indicator 'reduce the number of victims in the business community by reducing the number of burglaries (non dwelling), criminal damage to other buildings and cheque and credit card fraud where the company is a victim'.

Indicators need to be developed that reflect the identification and problem solving activity around local business priorities. These should be inclusive of local businesses and take on board the views of both employers and employees.



Ongoing communication and feedback

We have already stressed that effective communication is essential in the development and delivery of any Neighbourhood Policing strategy.

Ongoing communication is necessary to keep businesses informed about incidents of crime and ASB reported to the Neighbourhood Policing team, and the actions taken. Evidence shows that giving clear and effective feedback to local communities is a key factor in managing expectations and influencing levels of public satisfaction with policing services. Feedback keeps communities informed and engaged even when it involves telling people that a particular intervention has not been successful.

Successful communication is especially vital when dealing with the business community where levels of dissatisfaction and cynicism about processes involving the police and statutory partners are particularly high.

Teams need to use a range of methods for communication and feedback, depending on the message and the audience. Many of the mechanisms for delivering feedback will be the same as those used to engage businesses in Neighbourhood Policing. Teams can make use of the media, local newsletters and direct feedback through various watches and forums in the area. Businesses themselves can be used to feed back information, for example, by displaying posters on shop fronts and holding surgeries on their premises.

Web pages on force websites can be dedicated to local business, signposting businesses and other organisations to initiatives being undertaken by the police and partners to address business crime. For an example of this, see the Northamptonshire Police website:

www.northants.police.uk



CASE STUDY: GLOUCESTERSHIRE

Operation Mull was set up to address an increasing problem of shoplifting and ASB in Stroud town centre. The objectives of the operation were to:

- reassure local businesses and customers during opening hours
- deter/prevent potential criminals
- give crime prevention advice
- gather and submit intelligence.

The operation was publicised via a press release and information on the Safer Community Team website. Local officers and PCSOs distributed information to parish councils and made use of the KIN for the community, mainly concentrating on Stroud town centre. The operation is now complete and the results are being reviewed by the Safer Community Team.

Using joint communications via the CDRP/CSP helps to demonstrate a strong, unified approach to tackling business issues.



CASE STUDY: HASTINGS

Hastings: The Safer Hastings Partnership established a unified project to tackle the fear of crime through communications, including:

- a network of 11 screens broadcasting 3.5 million reassurance messages at key locations throughout the borough
- an interactive website
- a weekly four-page spread in the local newspaper
- working with local schools around positive activities and intergenerational work.

This initiative has led to a 20% increase in the number of residents who understand that crime is falling in Hastings.

The Home Office and the Department for Business Enterprise and Regulatory Reform (BERR) are publishing a good practice guidance to help businesses and local CDRPs/CSPs work together at a local level to reduce crime against businesses. Its top tips and case studies include the importance of engaging with local Neighbourhood Policing teams and will be available at **www.crimereduction.homeoffice.gov.uk**



Promoting success

If police and partners are to provide local businesses with a sense of security, they must actively sell the safety message and highlight their successes. One way of recognising success is for organisations to offer awards for efforts made by businesses in reducing crime and disorder.

CASE STUDY: KENT

Kent Police and Action Against Business Crime (AABC) developed the Safer Socialising Award (SSA) to encourage alcohol-related businesses to achieve higher standards of management and operation as a demonstration of their commitment to the reduction of alcohol-related crime and disorder and ASB.

The SSA is managed by the local BCRP which awards certificates to successful premises in Gold, Silver and Bronze categories following an inspection process involving the partnership, police, local authority licensing and the fire service. All awards are re-inspected annually to ensure that high standards are maintained.

The award embraces not just pubs and clubs but also hotels, restaurants, take-away premises, cinemas, bingo halls and off-sales premises and so offers far greater potential for an integrated partnership approach to community safety issues, including improved intelligence. It is intended to help reduce levels of violence, drug abuse, under-age drinking and ASB.

The Safer Business Awards (SBA) was originally developed by AABC to ensure that there are nationally recognised and accepted standards for the management and operation of BCRPs. Partnerships are inspected before being accredited and are re-inspected every three years.

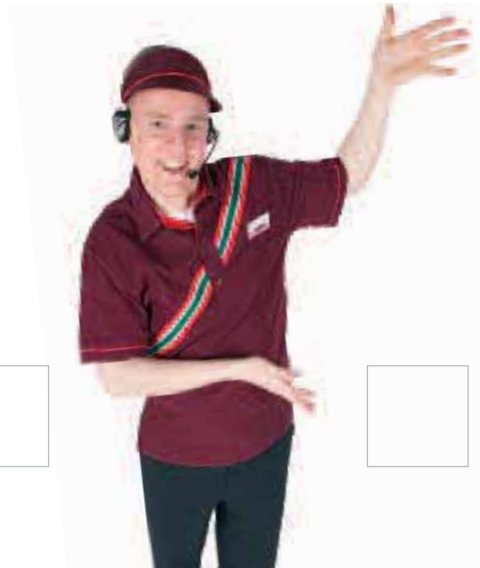


Answers: Key points

The success of Neighbourhood Policing of the local business community will be assessed using a performance management process determined at force level.

It may be necessary to treat local businesses as a separate entity in the performance management process using bespoke performance indicators.

The business community should be kept informed and engaged through an ongoing communication strategy and clear feedback on results.





Conclusion

Crimes against businesses make up one fifth of overall recorded crime so tackling business crime will bring overall crime levels down. The general principles of Neighbourhood Policing are as relevant to the business community as they are to residential communities. However it is easy to overlook local businesses when developing local policing plans. BCU commanders developing their strategic plans need to:

- set out initiatives to reduce crimes against business as part of an overall business crime reduction strategy within the local policing plan
- consider methods to address issues relating to local businesses within CDRP/CSP strategies
- consult regularly with Neighbourhood Policing teams, and monitor their activity, in order to improve service delivery and enhance the response to business crime
- establish a joint communications strategy with partners to ensure that a stronger, unified message is delivered.



As neighbourhood teams become embedded across England and Wales, the ability to engage with local businesses will be enhanced. Visibility alone will not sustain confidence in policing so teams must work with all types of local businesses to ensure that the business community is provided with appropriate opportunities to:

- raise concerns
- become involved in setting policing priorities
- work with the police to reduce both crime and the fear of crime.

Whilst providing an opportunity to make linkages, raise concerns and provide advice, neighbourhood teams may not be best placed to deal directly with issues such as identity theft or fraud and may only have a marginal role in tackling serious and organised crime. However, neighbourhood teams will provide a good point of contact for accessing other policing services.

Local businesses in turn have a responsibility to develop relationships with their neighbourhood teams, using the various groups and partnerships to engage with and become involved in joint problem solving and crime prevention initiatives.



Success through the eyes of local businesses

		Supporting the team		
		Local Police	Force level	Partners
Do businesses have confidence that we understand the issues that matter to them?	ACCESS	Do businesses know who is responsible for their area?	Are teams long term, dedicated and not abstracted?	Do partners have a joint strategy for communicating with local business?
	INFLUENCE	Do businesses know how to influence priorities for their area?	Are systems in place to support priority setting?	Are all partners involved in setting priorities?
Do businesses have confidence that we are dealing with the issues that matter to them?	INTERVENTIONS	Do businesses take part in solving problems?	Are teams supported by additional or specialist resources?	Are partners forming positive relationships to implement solutions?
	ANSWERS	Do businesses notice a visible difference?	Are appropriate performance measures in place?	Are partners actively promoting and rewarding success?

Glossary/Useful contacts

Accredited Business Crime Partnerships: Business crime partnerships involve businesses working together with the police and other organisations to reduce crime. Depending on local circumstances partnerships vary from the less formal 'Business Watch' to the more formal 'Accredited Business Crime Partnerships'. In Wales there are four different types of partnership. An informative example of such partnerships can be viewed on the Welsh Assembly Web site at <http://wales.gov.uk/topics/housingandcommunity/safety/crimereduction/business/partnerships/?lang=en>

Association of Convenience Stores: The ACS is the campaigning voice of over 33,000 local shops, it supports its members through lobbying and advising on legislation and other issues affecting retailers. www.acs.org.uk

Association of Town Centre Management: ATCM is Europe's largest membership organisation dedicated to helping town and city centres realise their natural roles both as prosperous locations for business and investment, and as focal points for vibrant, inclusive communities. Members are primarily public private partnerships from across the UK as well as both public and private sector stakeholders. www.atcm.org

British Chamber of Commerce: The BCC a national network owned and directed by its members with the core aim of ensuring that UK business thrives. www.britishchambers.org.uk

British Council of Shopping Centres: BCSC is the voice of the retail property industry, promoting retail-led regeneration and growth through research, guidance and an extensive range of events and networking opportunities throughout the year. www.bcsc.org.uk

Business Crime Reduction Partnerships: BCRPs are formal partnerships of members committed to reducing business crime in partnership between police, local authorities, Crime Reduction Partnership (CDRPs) or Community Safety Partnerships (CSPs) and other agencies, with the common goal of reducing crime and managing out crime. The following are good examples of the work of such partnerships. www.brightonbusiness.co.uk/htm/program20040704.047082.htm or www.dudley.gov.uk/business

British Institute of Innkeepers: The BII is the professional body for the licensed retail sector . They provide its members with high quality qualifications, information, skills and business benefits to help them succeed. <http://www.bii.org/>

British Oil Security Syndicate: BOSS` s aim is to help to reduce crime on petrol forecourts. It has established over 70 forecourt watch schemes in the UK. is a campaigning group representing small and medium sized businesses in the UK. www.bossuk.org

British Retail Consortium: The BRC is the lead trade association representing the whole range of retailers from superstores to small independents. www.brc.org.uk

British Security Industry Association : The BSIA is the trade association for the professional security industry in the UK. www.bsia.co.uk

Business Watch: Business Watch are partnerships between the local business community, the local authority, police and other statutory agencies to share information and support each other in tackling and reducing crime and disorder that affects their business and community. They have informal links with local neighbourhood teams. www.homeoffice.gov.uk/crime-victims/reducing-crime/business-retail-crime

Crime and Disorder Reduction Partnerships: A useful resource, providing information and resources for people working to reduce crime in their local area. www.crimereduction.homeoffice.gov.uk

Crime Matters: Is a non-profit making organisation helping businesses to reduce crime, by supplying them with advice and support. www.crimematters.org.uk

Crimestoppers: An independent UK charity helping to find criminals to help solve crimes. www.crimestoppers-uk.org

Department of Business, Enterprise and Regulatory Reform: BERR offers an Action for Business programme which is focused on helping UK business overcome current financial and economic challenges. www.berr.gov.uk

Eastbourne Business Crime Group: The EBCG is a partnership between local businesses, Eastbourne Borough Council and Sussex Police. Membership ranges from major stores to small independent businesses and includes car parks, schools and the night time economy. www.hicom.co.uk/BusinessSolutions

Federation of Small Businesses: The FSB is a campaigning group representing small and medium sized businesses in the UK. www.fsb.org.uk

Home Office Business Crime Team: This team was established in 2003 with the aim of developing a co-ordinated strategy for working more closely with business to reduce crime. www.homeoffice.gov.uk/crime-victims/reducing-crime/business-retail-crime

Institute of Licensing: The objectives of the organisation are primarily to advance the development and recognition of professional skill and technical competency, in the field of licensing and regulatory activity; including their application in the public and private sectors in the prevention of crime disorder and nuisance and to foster mutual understanding and respect between practitioners and the communities and sectors they serve. <http://www.instituteoflicensing.org/>

National Counter Terrorism Security Office: NaCTSO is a police unit funded by and reports to the Association of Chief Police Officers (ACPO). NaCTSO contributes to the UK government's counter terrorism strategy (CONTEST) by supporting the Protect and Prepare strands of that strategy. Its team of specialist staff can offer advice in relation to business continuity, designing out vehicle borne terrorism, the protection of crowded places and reducing opportunities for terrorism through environmental design. <http://www.nactso.gov.uk/barspubsandnightclubs.php>

National Farmers Union: The NFU represents farmers and growers in the UK. www.nfuonline.com

National Farmers Union of Wales: The NFU Cymru provides advice, support and information for the Welsh represents farming and agriculture industry. www.nfu-cymru.org.uk

Northumbria Coalition Against Crime: The NCAC is an independent registered charity which seeks to reduce crime and fear of crime in Northumberland and Tyne and Wear through working partnership with local stakeholders. www.thecoalition.org.uk

`Morning Advertiser` and `The Publican`: Licensing trade on line newspaper's for the UK pub and bar industry
Website: www.thepublican.com and <http://www.morningadvertiser.co.uk/>

NPIA Citizen Focus and Neighbourhood Policing Programme Team: This Team provides support and advice on Neighbourhood Policing issues to the 43 forces across England and Wales. www.neighbourhoodpolicing.co.uk

Raid-control: Raid Control is a police and industry crime reduction partnership initiative that aims to raise security standards in retail premises. It is supported by the British Security Industry Association, BRC and other organisations in the security and retail sectors. <http://www.raid-control.org/toolkit.php>

Rural Shops Alliance: The RSA is the UK association of retailers offering support and advice to village shops and other independent rural retailers. www.rural-shops-alliance.co.uk

ShopWatch: ShopWatch is a well-established initiative that unites the police, the retail industry and government to help make our shops and town centres safer. <http://www.shopwatch.info/about/>

Union of Shop and Distributive Workers: The USDAW have undertaken significant work and can offer advice in relation to preventing violence and intimidation through their `freedom from fear campaign` and also have produced a number of useful guides on issues such as late night working and under age sale of alcohol. www.usdaw.org.uk

Victoria Partnership: Victoria Partnership Ltd, has top level representation from both the public and private sectors – all with a stake in Victoria. The aim is to provide a co-ordinated and sustainable approach, delivering a comprehensive socio-economic agenda that will benefit businesses, visitors and residents situated in the target area. www.victoria-partnership.co.uk

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North Wales Police
Northamptonshire Police
Northumbria Police
South Wales Police
Sussex Police
Thames Valley Police
Warwickshire Police
West Midlands Police





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