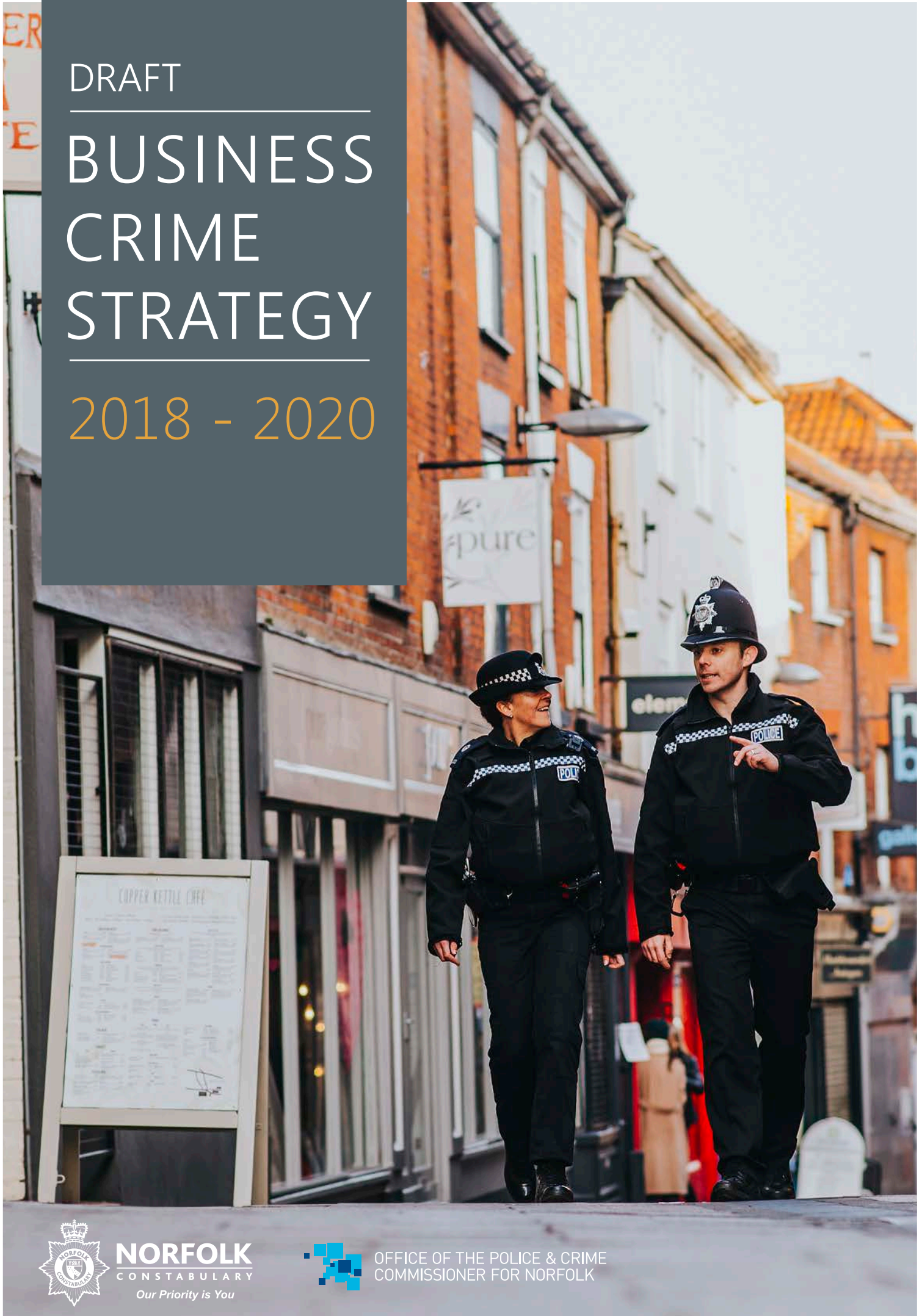


DRAFT

BUSINESS CRIME STRATEGY

2018 - 2020



NORFOLK
CONSTABULARY
Our Priority is You



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK



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Foreword by PCC LORNE GREEN

Since becoming PCC, engagement with the people who live and work in our county has been a key part of my role, and I have travelled the length and breadth of Norfolk meeting, in particular, with representatives of our business community.

From restaurants in Cromer, pubs and clubs in Norwich and retail outlets in Thetford, to farms and agricultural operations, marine businesses on the Broads and the tourist trade along the Norfolk coastline, I have been listening to both owners and employees from different economic sectors in a variety of locations.

The message that is coming back loud and clear is that they want and need a police force that is pro-active in preventing business crime and supporting those affected. The biggest areas of concern include fraud in all of its forms and the growth of cyber-enabled crimes which can impact on the whole infrastructure of a business and threaten the high-tech economy.

Norfolk Constabulary is, itself, a large and complex business, whose officers and staff are taking action to make Norfolk a safer place to do business.

This strategy aims to outline the range of things our police service is currently doing to keep Norfolk's businesses safe, and highlight the support available from police and partner agencies for those affected.

Its publication also marks the beginning of an ongoing dialogue between our police and the business community to facilitate better understanding of current concerns and new and emerging issues.

That dialogue will help shape the way the Norfolk Constabulary responds to the needs of our county's businesses, and I, as PCC, will continue to monitor the effectiveness of that response through my scrutiny role.



Foreword by ACC PAUL SANFORD

Norfolk Constabulary serves one of the largest geographical counties in England, with a diverse business community and a thriving tourist industry. Crime statistics show that Norfolk is in the top ten safest counties in the country, which makes it a great place to live, visit, work and do business. Nevertheless we are committed to making it even safer.

This business crime strategy looks to set the tone for policing in our business communities. It acknowledges the unique challenges faced, the impact crimes can have and the need of business communities to have a police service that is responsive, innovative and vested in providing quality service to all.

Business crime has far ranging consequences beyond the direct financial cost of the loss or property damage. It can put insurance premiums up, damage a business's ability to meet customers' needs, cause reputational damage with both customers and suppliers, impact employees, jeopardise future work and waste valuable time.

The focus of this strategy is about protecting, preventing and cutting crime and anti-social behaviour, improving engagement, education and victim care, making the best use of technology and increasing trust and confidence of businesses in policing.

Multi-agency approaches in relation to all crime remains a key focus with joint working allowing us to share information, identify need and gaps, problem solve and ultimately provide a better service to the public.

The police and the business community cannot address business crime on their own. Collaboration and partnerships enable a more comprehensive intelligence picture to be developed, helping to reduce demand and support a more effective policing response.



OUR COUNTY

Norfolk covers a vast area of 549,751 hectares with rural, urban and coastal environments and benefits from having a busy city and thriving market towns. It has a strong and diverse business portfolio, from small start-up, independent small and medium size enterprises, to national and global organisations.

Close to two thirds of VAT registered businesses in the county are located in rural locations, compared with an England average of around a third. However, almost 80% of rural enterprises employ less than five people and around 90% employ less than ten. So, despite being a more rural county, over half of all jobs are situated in our urban areas.

BUSINESS CRIME

BUSINESS CRIME *adj.*

'Business crime is any criminal offence that is committed against a person or property which is associated by the connection of that person or property to a business...This is based on the perception of the victim at the time of the offence'

ACPO and NBCF, 2014

This official definition of business crime has a broad scope, including offences against businesses as well as offences against individuals associated with businesses. Such crimes include 'traditional' offences such as shoplifting, burglary and criminal damage, but also include those that are more complex such as fraud and cybercrime.

Crimes against individuals would also be considered as such if the victim believes that it was motivated by their association with the business. This might include violence, harassment, or malicious communications (a letter or any other form of communication that is indecent or grossly offensive, threatening, or contains information which is false or believed to be false).

KEY CRIME TYPES & TRENDS AFFECTING BUSINESS

We know that some businesses don't report crimes against them, especially those that may appear trivial, or where there is a lack of confidence that offenders will be brought to justice.

Research from small businesses (Tackling Business Crime: Federation of Small Businesses Manifesto, 2016) revealed:



24% do not report any crime against their business or staff



33% only report the most serious crimes

- Only around one in five reported all the crimes their business and employees experienced.

Key crime types affecting businesses include:



Anti-Social Behaviour

Anti-social behaviour both within business premises and in nearby areas has a significant impact upon customers and business

- We have seen a continual reduction over recent years with a further 15% drop in all forms of ASB 2017 /2018.



Theft Offences

Theft from businesses represents a substantial proportion of shrinkage loss, and is one of the most prevalent offences

Shoplifting

- 4th lowest rate nationally*
*(per 1,000 pop)
- On average 12 offences a day

Business Burglary

- On average 3.5 offences a day
- 4th lowest nationally* *(per 1,000 pop)
- Lowest in most similar force group



Violence

Violent offences, for example within the night time economy impact both on the business and the individual

Violence - (overall total)

- Up 16% (with injury)
- Up 18% (without injury) in 2017 / 2018 from previous years.
- All violence in Night Time Economy areas (Norwich, King's Lynn, Great Yarmouth). This is up 8% in 2017 / 2018 from previous years.



Fraud

Norfolk businesses can be victim both to sophisticated and subtle fraudulent activities with potentially substantial losses

- On average 1 in 6 referrals to Action Fraud in Norfolk come from a business / organisation.
- 70% of fraud committed online (City of London 2014 'Commissioner Speaks Out on Cyber Security')



Serious and Organised Crime

Organised criminal groups operate in such a way to target small and large businesses, exploiting any vulnerability in security

Robbery Business Crimes

- Less than 1 every 2 weeks

Modern Slavery

- Up 8% in 2017 / 2018 from previous years (28 offences in total).



Cyber Crime

Prevalent across our rural and urban areas, criminals target IT infrastructure

- Average of 26 cyber-dependent offences reported per month (total of 317 reported in 2017)
- Average monthly loss of £11,260 from cyber-dependent crimes (total loss of £135,124 reported in 2017)



KEY PRINCIPLES OF THE STRATEGY

This strategy acknowledges the good practice already in place and identifies areas for improvement in the prevention and detection of business crime and anti-social behaviour. The key principles are:

- **Engagement** - Increase engagement opportunities with the business community, strengthen relationships and identify priorities for businesses
- **Responsiveness** - Identify and respond early to new and emerging business crime threats
- **Confidence** - Build trust and confidence to increase the reporting of business crime and improve reporting mechanisms; thereby identifying the full picture and enabling resources to be directed effectively
- **Education** - Provide education and advice to enable businesses to help themselves
- **Technology and innovation** - Make the best use of innovative methods to improve the service we provide and keep at the forefront of technological advances
- **Information** - Encourage the sharing of intelligence and information to identify issues and direct resources appropriately
- **Victim** - Provide victim care and support, identify vulnerability and those repeatedly targeted (individuals and premises) and apply appropriate safeguarding mechanisms
- **Prevention** - Prevention of business crime to be the ultimate goal
- **Partnership** - Build upon multi-agency working to prevent crime, including re-offending and rehabilitation

STRATEGIC AIMS

The following four elements are based on the National Business Crime and Security Action Plan

Prevention

We will work to reduce business crime in Norfolk by focusing on preventative measures, and making a clear statement that Norfolk businesses have the full support of the constabulary and will not tolerate criminal activity. We will achieve this by:

- Putting prevention at the heart of all business engagement.
- Using proactive policing tactics to tackle those who cause the most threat and harm.
- Developing crime prevention guidance for business security, including physical defences such as shutters and alarms, and practical guidance such as stock placement and overt police partnerships.
- Sharing existing guidance on loss and crime prevention.
- Working with local authorities to 'Design Out Crime' by supporting standards for new and refurbished builds such as 'Park Mark' and 'Secured by Design'.

Intelligence

We recognise that information, and sharing of intelligence is critical in the fight against business crime. We will:

- Enhance communication with the business community, through regular two way dialogue and sharing intelligence.
- Increase the protection of businesses as victims of crime, through raising awareness of investigation and reporting systems.
- Share data, including predictive/hot spot crime mapping data, and offender management with the business community to better target police and private sector resources to crime challenges.
- Use multi-business communication in real time, through Business Watch, social media, or radio communication systems.

Enforcement

We will enforce the law, demonstrating the importance of protecting victims of business crime, and deterring criminals. We will achieve this by:

- Setting clear expectations in the management of all types of business crime, exploring outcomes following detection, from local resolution to prosecution.
- Identifying shared and specific responsibilities in the management of investigations.
- Using specialist resources where appropriate including local, regional and national support.
- Publicising outcomes that will have a deterrent or educational impact. Highlighting this both within the business, and wider Norfolk community.

Reassurance

We will work with businesses to ensure that customers and businesses alike feel safe and secure in Norfolk. We will:

- Improve communication with businesses at every level of crime prevention and investigation.
- Seek feedback from businesses around areas of concern or improvement.
- Provide victim care and appropriate safeguarding for the vulnerable.
- Conduct partnership meetings to address issues, and to share good practice initiatives.
- Communicate initiatives and activity to the wider public through social media and more traditional means to reach all communities.

CURRENT INITIATIVES & GOOD PRACTICES

OPERATION SOLVE

RESPONSIVENESS, CONFIDENCE AND VICTIM CARE

This initiative uses pioneering processes to enable a more efficient service to businesses wishing to report crime. Police officers (who would normally be on the frontline but are recuperating) form a dedicated desktop investigation unit who undertake initial investigations into retail and business crime including criminal damage, shoplifting and making off without payment.

As part of this process new reporting methods for non-urgent crime have been designed to be more convenient to business and retail victims of crime. In addition to 101 telephone reporting with a diarised call-back service, we have now invested in a new online crime reporting tool which offers a faster route straight to a police investigator. Each victim will receive contact from a police officer within 24 hours, unless otherwise specifically requested. Ongoing communication now includes email to reduce on-site disruption while allowing responses at a time convenient to the victim/business.

Recognising the proliferation of business CCTV systems, we have also developed a centralised suspect image management process. This includes a database to enhance identification opportunities and to assist in linking offenders across the whole county. In addition, for the more detailed images, the police are investing in facial recognition software to maximise the value of this evidence source.

OPERATION MOONSHOT

PARTNERSHIP, PREVENTION, TECHNOLOGY & INNOVATION

Operation Moonshot uses intelligence innovatively to prevent and deter criminals across the county particular those using the road networks. The teams also work regularly in partnership with other agencies including; Her Majesty's Revenue and Customs, Plant Agriculture Unit, National Fuel Unit, Driver Vehicle Standards Agency, Driver Vehicle Licensing Agency, Motor Insurance Bureau, Environment Agency and Finance Leasing Authority.

As part of their work the teams have focused upon organised crime groups who target business premises, plant and high value operating equipment. They have seized over 700 vehicles, made almost 600 arrests and recovered many hundreds of thousands of pounds of stolen property to repatriate to owners.

The impact of organised crime groups on businesses cannot be overstated and the Operation Moonshot teams make Norfolk a very uncomfortable place to commit crime using a vehicle whilst minimising the impact on the public and business going about their normal lives.



CYBER-DEPENDENT CRIME IN NORFOLK - 2017

All cyber-dependent crimes in Norfolk reported to Action Fraud 2017



11%
of reports
were from
business



84%
of reports
were from
individuals



Average of **26** cyber-dependent offences reported per month (Total of **317** reported in 2017)



Average monthly loss of **£11,260** from cyber-dependent crimes (Total loss of **£135,124** reported in 2017)

CYBERCRIME

EDUCATION, INFORMATION AND ENGAGEMENT

The dedicated Cybercrime Unit for Norfolk and Suffolk Constabularies has been proactive in raising awareness in all areas of crime with a digital element across Norfolk. It has seen an investment in technology helping to build effective digital intelligence, detect crime and protect victims. With an ongoing communications strategy and engagement plan, in 2016-17 53% of their engagement was with the business sector. This included presentations, conferences, seminars and workshops which have reached over 3500 people across the two counties. For example:

- Project Breach - A cyber security conference provided to all businesses in Norfolk. Attended by over 100 people, this is planned to be an annual event.
- Presentations to small businesses through the Norfolk Chamber of Commerce/ Federation of Small Businesses.
- Development of the Norfolk Cyber Security Cluster, attended by members of the business community.
- Workshops with Barclays Digital Eagles, NatWest and Nationwide.
- Collaborating with Trading Standards designing joint campaigns and awareness messages combatting fraud.
- Cyber Basics Reviews - offered to businesses to assess IT security and identify vulnerabilities.
- Workshops with Victim Support (identifying and safeguarding).

The team also work closely with our regional serious and organised crime unit, national partners including the National Crime Agency, and international law enforcement agencies.

OUR POLICING MODEL

Business crime is diverse and covers many crime types – it forms part of the work all our staff undertake:



Neighbourhood policing is the key focus for our policing model and our dedicated Safer Neighbourhood Team (SNT) Beat Managers are at the forefront of problem solving and community engagement.

Community priorities are set through a number of activities such as Safer Neighbourhood Action Panels, street surgeries, and public meetings. Frequently these relate to business crime priorities and local initiatives such as; ShopWatch schemes (e.g. Downham Market, King's Lynn), Holiday Camp Related Crime (Caister), marine-related criminal activity (Rural Flegg Villages), and the Gorleston CCTV volunteer scheme.



Dedicated neighbourhood officers are supported by **SNT patrol officers** who deal with fast-time calls for service.



Neighbourhood policing teams are also in place to deal with emerging issues where additional local support is required.



District **Engagement Officers** provide vital links to all communities and increase involvement and the flow of information between key community groups.



Dedicated specialist resources are also on hand to assist local teams such as Roads Policing officers and **Operation Moonshot** teams.



Subject matter experts also exist in areas such as architectural liaison and crime prevention.



Multi agency district **Operational Partnership Teams** identify anti-social behavior issues, operate joint problem solving mechanisms to get to the cause of the issue and provide long term solutions. Over time the teams will morph into Early Help Hubs, which look to identify and prevent a whole range of issues before they become major issues for all of the agencies involved.



Specialist detective resources and dedicated units deal with more serious and complex crimes, such as fraud, cybercrime and serious violence. These teams are supported by regional colleagues for more complex and organised crimes.



As business communities face unique issues, centrally business crime forms part of the remit of our **Citizens in Policing Command**. This team aims to: identify emerging issues, maintain national links, support proactive and preventative policing, build stronger business community links to improve communication, provide bespoke crime prevention advice and build effective partnership arrangements.

PROPOSED INITIATIVES



With the support of the business community we would like to develop a Business Engagement Group in Norfolk (BEGiN), with the shared goal of driving down business crime in the county. This would involve key representatives from all sectors of the community. The meetings could be held on a quarterly basis and link in with regional and national work. In summary its role would be to:

- Provide a link between the business community and the police
- Enable an open dialogue and the sharing of information to identify business priorities
- Cascade information across the business sector
- Act as a critical friend on the police response to business crime
- Assist in the response to trends in business crime
- Share best practice
- Help the Police and Crime Commissioner scrutinise the progress of this strategy
- Help businesses help themselves

Driving forward Employer Supported Policing

We would like to revitalise employer support within the county.

These schemes provide opportunities for businesses to play a role in protecting the local community while supporting policing through the recruitment of Special Constables and other volunteers. They involve organisations releasing employees to volunteer as Special Constables, or other policing volunteers, who bring local business knowledge and skills to the police. In return, transferable skills are developed, such as effective communication, problem solving, resilience, crime prevention skills and strong links with police officers and staff across the constabulary.

The constabulary currently runs a Specials Through Employer Partnership (STEP) program which specifically relates to Special Constabulary officers, with employers providing some time off for policing duties. Twelve companies across the county currently take part in the scheme (including Tesco, British Gas, HSBC, Lloyds, Network Rail and Shell) and the constabulary already has 38 Special Constabulary officers who benefit from it. We wish to grow this number further.

In addition, we would like to investigate the possibility of secondment opportunities for senior officers and staff to spend time within local businesses which could be of mutual benefit.





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