

***Southern Co-operatives Ltd***  
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27<sup>th</sup> April 2007

Dear Sir/Madam,

I am the Head of Loss Prevention and Compliance for Southern Co-operatives Limited.

I was appointed in March 2002 with a broad remit that included; the provision of security for our staff and customers. The Society took the view that we had a moral duty to provide a duty of care to our staff and customers, but to propose any resolutions, we had to first find out the measure of the problems we faced.

An incident reporting system was introduced that enabled all stores to easily and automatically report all incidents of crime they suffered from. This would range from assault, robbery and theft, right through to all levels of anti-social behaviour and verbal abuse.

We were astonished to find that the depths of the problems in many areas was far worse than anticipated and, urgent measures needed to be put into place at certain locations.

I quickly learned that if you operate a community business such as a local supermarket or convenience store and you want to reduce the level of crime being suffered by the staff within your store, you will only achieve results by combating these issues within the community that you are trading in.

You will only effectively tackle crime within the community, if you engage with other agencies and the community itself.

Our trading area stretches along the South Coast and through several counties, we do not suffer high level or repeat crime in all of our stores, but there are individual sties or geographical areas that do cause significant problems. Over the last few years, we have worked in partnership with the police in many areas to tackle criminal and anti-social behaviour. At times the impact has been immediate, at others slow. Some lasted several months, whilst others have been going for years. But, all have had a positive impact.

During this time, the Society invested heavily in providing (through its manned security provider Storewatch UK Ltd), differing levels of manned security. Static guards to protect certain stores, mobile guards that had a defined number of stores to visit and respond to and, Loss Prevention Officers, who would carry out investigations into individuals causing problems within our stores. We would then use this evidence to apply for a Civil Court Injunction, or hand over to the police for criminal changes to be brought or anti-social behaviour legislation to be used.

We were also able to identify geographical areas where the relationship between store management and the local police were not good. The store personnel criticised the police for not taking their incidents seriously, whilst the police believed they were being used as a 'glorified security company'. Both points of view were right.....yet wrong, because both parties did not understand or appreciate each others situation.

This was true of the Copnor Area of Portsmouth and I was only to glad to take part in the discussion with Marcus Cator that led to the establishment of Operation Kensington.

From the business side, there was a dissatisfaction with the way the police dealt with shoplifting offences, whilst there was also a complete lack of understanding regarding the demands being placed on limited police resources.

All of these issues and others were discussed and an agreed plan of action formulated. This plan has been detailed within the Tilley Awards application prepared by Marcus Cator.

The initial trial in three Southern Co-operative stores was so successful, that it was rolled out to all 22 stores within Portsmouth City as a further extended trial. It has continued to be a success.

Why? Because:

- Store staff feel involved in the process, as they are completing statements and preparing cctv evidence.
- The incident flow chart gives a documented commitment from the police.
- The incident flow chart gives a resolution to every incident.
- There is increased dialogue between store staff and local police.
- It enables a greater understanding of each others workplace demands.
- It facilitates a growth in ownership and responsibility within the business community.  
Remember – the vast majority of those working in local businesses also live within that community. That is especially true of the retail trade.

As a result of my involvement in Operation Kensington, I was asked by Portsmouth Police to help launch a Business Crime Reduction Partnership in Portsmouth City.

Along with several like minded people, this was achieved on January 30<sup>th</sup> 2007, when at Portsmouth University, Vernon Coaker MP, Minister for Policing, Security and Community Safety, helped launch the PBCRP (Portsmouth Business Crime Reduction Partnership) and presented us with the Home Office sponsored Safer Business Award. I am proud to say, that so far over 70 businesses have signed up as members and the partnership, with police support, continues to grow in strength.

I am also proud of the fact that this is the only Safer Business Partnership that is registered as a co-operative.

There have been many benefits to the success of Operation Kensington, I have been able to mention a few here. But the work has not stopped, it goes on. We are currently preparing to roll out the main aspects of Operation Kensington to targeted areas of Portsmouth, with the eventual aim of city wide coverage.

I am more than happy to fully endorse this application for the Tilley Awards 2007 as I am absolutely convinced of the benefits this partnership has brought and of the benefits to come.

Yours sincerely,

Gareth Lewis  
Head of Loss Prevention & Compliance  
Southern Co-operatives Limited

**GOLDSTEIN AWARDS APPLICATION 2007**

**Operation Kensington**

**Bringing the Business Community and the Police together.**

**Details of application**

Title of the project: Operation KENSINGTON

Name of Police force: Hampshire Constabulary, England.

Name of one contact person - Sergeant Marcus Cator

Email address: marcus.cator@hampshire.pnn.police.uk

Full postal address: Gosport Police Station, South Street, Gosport, Hampshire. PO12 1ES. England

Telephone number: 02392 892180

Fax number: 02392 893285

Name of endorsing senior representatives(s): Simon Cole

Name of organisation, position and/or rank of endorsing senior representatives(s): A.C.C. Hampshire Constabulary

Full address of endorsing senior representatives(s): Hampshire Constabulary, Police Headquarters, West Hill, Romsey Road, Winchester, Hampshire. SO22 5DB

Partner Agencies involved :

Southern Co-op (convenience store chain)

Storewatch (private security)

Portsmouth Business Crime Reduction Partnership

### **Summary of application**

In no more than 400 words please use this space to describe your project. Include details of the problem that was addressed a description of the initiative, the main intervention principles and what they were designed to achieve, the main outcomes of project particularly in relation to the problem, evidence was used in designing the programme and how the project is evaluated.

Police have historically committed their service and time to taking reports of volume crime in the format of shoplifting. In Portsmouth there was a perceived lack of trust from the businesses in the community towards the police. This was apparently due to several influencing factors which included a general feeling that police were not taking their complaints seriously. There was also apathy by police in dealing with crimes reported. The quality of the investigations varied and there was an extremely low detection rate for offenders.

It was evident through scanning crime records and in-store reports, that there was significant under-reporting of crimes. National Crime Recording Standards (NCRS) were not being met and in turn the National Intelligence Model (NIM) was not supported. From the partner data it was evident that staff understanding of what incidents to report to police and when to report these issues was unclear. Reports that were made were of insufficient evidential value.

Operation Kensington was designed to improve crime reporting methods in convenience stores in Copnor, Portsmouth. The plan was to introduce more effective and efficient investigation and detection, whilst reducing the time commitment of individual police officers into shopliftings. Therefore allowing officers to focus on more pressing needs.

Through consultation, Police, Southern Co-operatives, Storewatch and Crime Prevention Advisors, developed a successful way of reporting and detecting crime. The improved system allowed police officers to patrol more effectively, maximising their ability to record in-store crime. Crime was tackled using SARA and the PAT triangle. Processes introduced through Operation Kensington enabled NCRS and NIM to be met.

The system has been in place for over a year and has spread to other businesses through Portsmouth. The effect of improved communications has improved the service the police provide their partners and victims in the business community. In the pilot area the partners have seen an increase in reported crime of 182%. This provides a very clear picture of the crimes and concerns faced by convenience stores and we were able to introduce an effective crime screening policy. 27% of reported crime was eliminated at source reducing the requirement for police to attend the scene of a crime. As an overall outcome we saw an increase in detected crime of 270% in the pilot area, retuning confidence and support in the service the police provided to the business communities.

## Description of project

Operation Kensington was established after police officers in Portsmouth identified a significant drain on Police resources. Officers were repeatedly attending convenience stores in Portsmouth to take reports of incidents, the most common being shoplifting. They were frustrated by spending significant time at these locations attempting to complete initial investigations and getting little or no results from their work.

## Scanning

In order to produce a controlled case study the geographical area of Copnor was examined as a beat area within Portsmouth ensuring clear boundaries. Within this area we could identify that 57% of calls recorded and attended on police Records Management System (RMS) between 01/01/2005 and 07/12/2005 (the date we carried out the initial research) were to shops and theft related incidents.

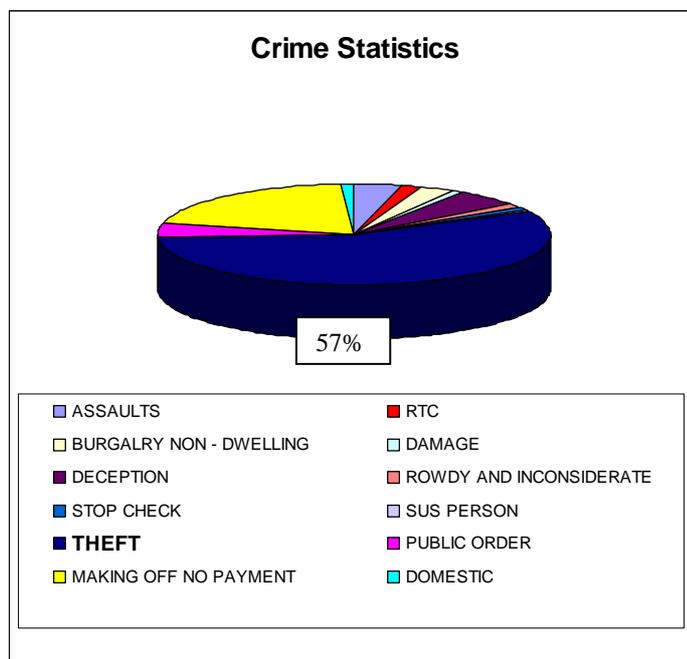


Fig 1.

This was a regular trend in Portsmouth. When calls were examined it was clear that officers were having trouble completing investigations as shift patterns did not tally with shop staff working patterns or resources were unavailable due to rest days, sickness, courses or leave. On average it appeared that officers were making two or three visits to obtain the relevant evidence and due to competing police needs, officers were taking up to three weeks to complete the initial investigation. The investigations that were completed had varying degrees of competency and evidence and it was of concern that only 17% of these crimes had been detected.

When officers were spoken to, to identify their concerns, they complained they were not getting the help they required as store staff appeared complacent and sometimes incompetent. Officers claimed evidence that was being gathered by the stores was poor, CCTV was useless and staff did not know what to look out for.

As a result of these concerns raised by officers and the poor level of investigations, it was decided to identify the volume of issues for the police and the problems surrounding crime in businesses.<sup>1</sup> Due to the recent introduction of a new crime recording system it was only possible to search in detail back to April 2005 to ascertain how much of a problem the police had with shoplifting in Portsmouth. Anything prior to

this had been archived and was not available for in-depth research.

Number of shopliftings									
	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Total
Portsmouth	249	230	264	236	256	220	218	205	1878
Copnor and North End	8	9	14	20	25	24	11	8	119
Southern Co-op's	2	2	5	6	9	14	4	5	47
Tesco	1	0	0	3	3	0	2	2	11
One-stop	0	7	3	4	2	2	3	10	31
Others	0	2	0	0	0	2	0	0	4
Detections in Copnor and North End	1	2	4	5	4	4	0	1	21

Fig 2.

From the information in Fig 2 we were able to demonstrate that Copnor and North End were responsible for 6% of shopliftings in Portsmouth. Southern Co-op stores in the Copnor area were responsible for 39% of the shoplifting recorded in this 8 month period. It was clear that they were the main contributor to time spent by officers dealing with shoplifting in Copnor.

A meeting was called with the three most prominent victims, Tesco's, One-Stop and Southern Co-op plus the crime reduction team. At the meeting in November 2005, only the managers from Southern Co-op attended, with their area manager and security representatives, Storewatch. Police concerns were explained. Together we educated each other about our business limitations and issues. Utilizing the National Intelligence Model (NIM)<sup>2</sup> information was exchanged. This demonstrated equal concerns about the stores in question. Together it was agreed there was a significant lack of trust in the service provided by Police. This meant staff in store were not reporting incidents to police as they did not want to be a nuisance, or believed "No action would be taken anyway!" The major complaint from the store staff was the lack of support from police when urgent assistance was required. There was also lack of feedback to the stores on the outcomes of incidents. These were significant issues for the business community also impacting upon the immediate communities, raising the fear of crime and the perceived fear of crime.

Information gathered from our partners revealed that Southern Co-ops had 92 stores within the geographical area covering Hampshire, Dorset, Wiltshire, Isle Of Wight and West Sussex. In their league tables of criminal incidents, London Road store was 7<sup>th</sup>, Copnor Road(3) was 14<sup>th</sup> and Copnor Road(2) was 20<sup>th</sup>. The majority of Portsmouth stores were placed at the top of the league table of the 92 stores for the most reported incidents and thefts. It was noted from the information that stores were reporting far more incidents to their head office than they were to police. This demonstrated a significant under reporting issue, providing false representation of issues faced by staff and stores.<sup>3</sup> This was another issue as we were not meeting National Crime Recording Standards. (N.C.R.S.)<sup>4</sup>

It was agreed that we needed a way of working together. Our first aims as a partnership were identified, to improve:

- The service provided to stores by Police.
- The intelligence exchange between businesses to meet N.I.M.
- Reporting of incidents to meet N.C.R.S.
- The quality of investigations.
- Feedback of incidents to staff.
- Detection of offenders.
- Improvement of crime prevention techniques in store.

## **Analysis.**

From the information collated we were able to identify the following issues and underlying causes in line with the Problem Analysis Triangle (P.A.T.)<sup>5</sup> affecting the victims, the location of the offences and the offenders responsible.

1/ Insufficient reports of crime and apparent weak investigations by police. Underlying causes identified:

- Officers not attending to take reports soon after the event due to competing commitments
- Due to time delay for deployment, store staff unwillingly or unintentionally destroyed evidence
- A perceived opinion amongst officers that "it's only another theft report!"
- Staff in store were unsure what to report to police
- A lack of trust in the Police to deliver and deal with incidents
- On occasions when officers attended, staff in store were unaware of the incident in question
- Sometimes when officers attended there was insufficient evidence to support a prosecution
- Evidence from CCTV was not ready for officers when they attended, or staff were unsure how to retrieve the evidence
- When officers were able to attend, store staff were unavailable
- When store staff were unavailable, nobody took responsibility for that investigation
- When the initial investigation was completed it could be a considerable time after the offence
- Different officers had varying ways of carrying the investigation forward to identify the suspects

2/ Lack of reporting of crime by stores identified, therefore not meeting the requirements of N.C.R.S. Underlying causes identified:

- Staff in store were unsure of what police would or should investigate
- As a result staff were nervous of calling the police
- Due to some individual negative experiences of police there was a general perception that stores were considered a nuisance by police.
- A lack of knowledge of how the police distribute their services according to information
- Lack of feedback created distrust in reporting crimes

3/ Internal design and layout of the stores were contributing to crime. Underlying causes identified:

- Marketing campaigns led design of the store layout.
- CCTV of poor quality and pointing in the wrong direction
- Store layout contributing to the lack of natural surveillance available to staff
- Marketing material obstructing the surveillance of staff
- Perceived apathy by the staff to confront offenders due to concerns of personal safety and the reality of getting a prosecution

4/ Lack of communication and intelligence exchange between partner agencies. Underlying causes identified:

- Once investigations were completed, stores were not being updated
- Stores and Police were aware of the regular offenders and were not sharing information.
- Stores were not talking to each other
- A general lack of sharing of information and intelligence to support victims
- The lack of intelligence exchange contributing to increase of crime.

5/ Types of offenders vary but there are often repeat offenders. Underlying causes identified:

- Serial offenders who steal regularly to fund various habits either alcohol, drugs or as an income
- Repeat offenders would target multiple stores in succession and stores were unaware of their behaviour
- Large elements of anti-social behaviour can be linked to youths stealing and consuming alcohol impacting on surrounding communities.
- Proxy sales are prominent in stores which are victims of stealing.

Our objectives for Operation Kensington became clear. We decided we wanted to improve:

- 1/ The quality and consistency of reported crime and investigations
- 2/ The layout and design of the stores to combat crime
- 3/ The relations and liaison between police and our business partners.
- 4/ A mechanism to ensure intelligence exchange and feedback to partners
- 5/ Reporting / recording of crime to the police by 25%
- 6/ Detection of offenders by 25%

### **Responses**

Utilising methods and advice in line with 25 techniques of situational crime prevention<sup>6</sup> using best practice examples of crime prevention, the stores were redesigned and re-fitted inside increasing natural surveillance. The CCTV systems were upgraded to digital systems and cameras were re-angled to improve the quality of evidence being obtained, along with eye level door cameras to capture faces of offenders entering and leaving stores. Frequently stolen items were made less accessible and more visible.

Investigation quality needed to improve. It had become evident from the meeting that store staff were unaware when they should call police and what evidence was required to secure a successful investigation. Staff were confused as to when to call police. On occasion they had used “panic buttons” for urgent attendance as they felt it was justified. However some officers had advised them not to as it was a waste of police time! This lack of communication was breeding mistrust and therefore a lack of reporting of crime as “what was the point?”

It was evident that staff in store had a good idea of who the regular offenders were and what stock they would be taking. It was necessary to educate them about Police requirements for completion of an investigation and also to educate the Police to respect the needs of the store staff. A simple diagram outlining the process of police involvement was designed to direct staff when to call the police and how to record crime. (See fig 3).

Shop theft flowchart

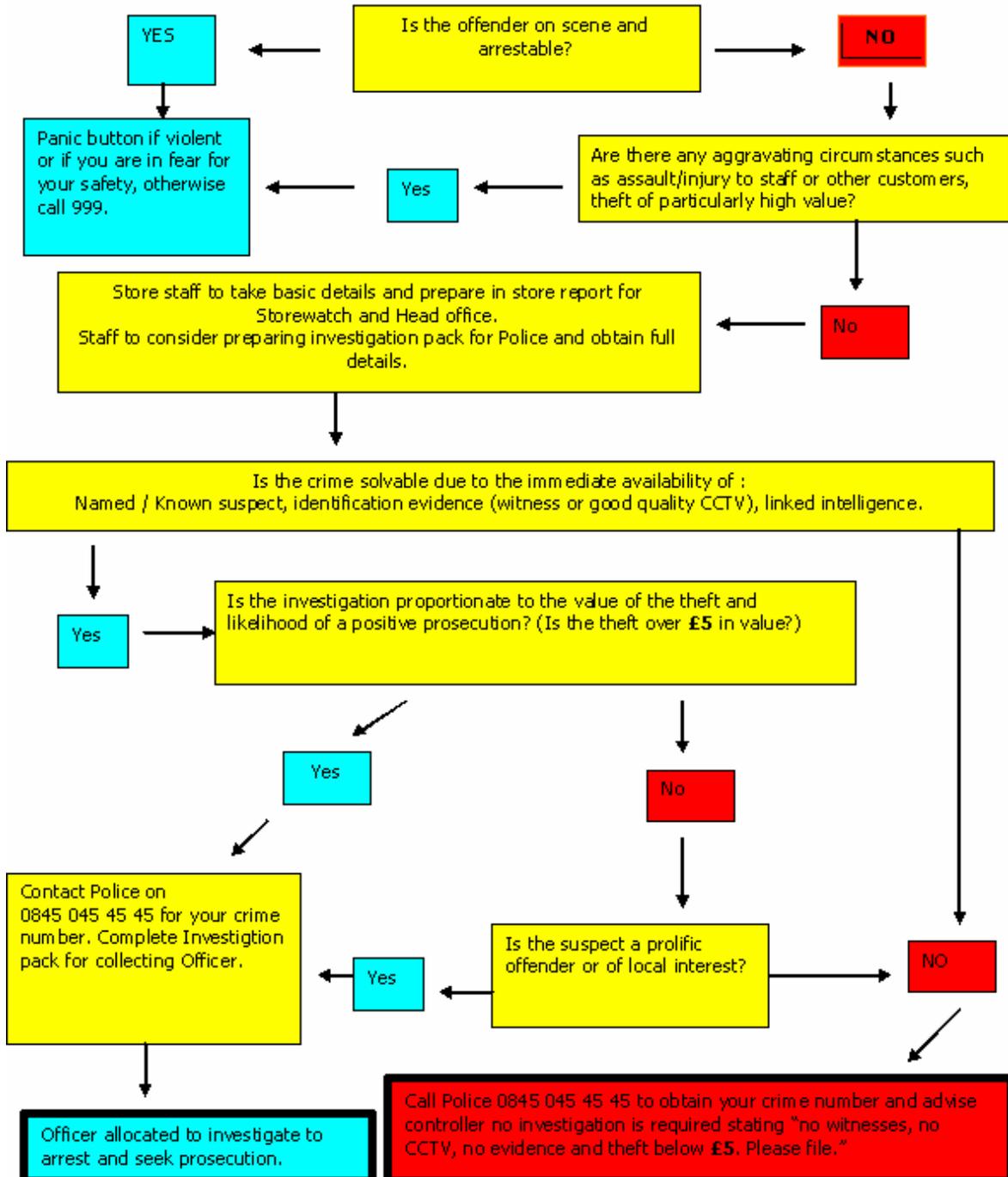


Fig 3.

It was explained that Police do not have officers to investigate every theft that occurred in store if there was insufficient evidence to prosecute. It was also established that the cost of investigation process, might be considered to out way the necessity of an investigation for a very low value item if there was insufficient evidence to support prosecution. Responsibility for initial investigations into crime was given to the stores and their managers. This enabled them to take responsibility for crimes in store and freed up officers to attend other calls. This process was designed to improve the relationship between the agencies. Officers would not feel as if they were called unnecessarily to locations and therefore the response would improve. Staff had ownership of the investigations and felt a part of the process. They also understood policing commitments and how best to facilitate an investigation.

Within this process an agreed "write off" procedure was designed enabling staff to ascertain whether Police involvement was required. If there was insufficient evidence then staff could record the crime with police, but write it off at source. This idea was put in place to create an effective crime screening policy enabling statistics and information to be correctly recorded for police to analyse their need to patrol a particular area, while allowing officers on the ground to be more effectively tasked. This also met N.C.R.S requirement to identify crime. The write off limitations were also designed to empower the staff to report the crimes effectively for their own records within their agreed budget limitations for stock loss, painting a clearer picture of stock management.

It was identified that staff in stores were uncertain of how to operate the CCTV systems, so the Area Management and Storewatch took the time to re-educate the staff in the use of the system. Officers' statements from the victims of crime varied enormously. A proforma statement was designed (see fig 4), and written in agreement with the Crown Prosecution Service so that staff in store would be able to complete investigations.

At a second meeting with the store managers a full 'Investigation Pack' was submitted for their consideration and once agreed, a protocol was developed to find a way forward for stores and police to work together using these packs.

It was agreed that when an incident occurred, staff would follow the requirements of the flow diagram in fig 2 page 2. They would complete an investigation pack within 48 hours. Within 7 working days an officer would collect the completed pack. It was agreed that this intervention would be put in place as from the 22/01/2006 for a 6 to 9 month trial period to see if this would improve the service. During the first few months several improvements were made to the pack in line with staff and police consultation.

Initially this was a small business partnership. Through discussions with partner agencies in Portsmouth it was clarified that a larger partnership had been trying to get established. Working together the partnership, Southern Co-ops and the Police tackled one of the biggest breaks in communication between the police and stores. The lack of intelligence exchange about offenders responsible for crimes had been identified from the initial meetings. We had successfully identified the victims and tackled some initial concerns. Southern Co-ops had targeted the locations and improved the facilities and designs of the stores to reduce crime. We now needed to consider ways of identifying and tackling the offenders more effectively.

In order to improve the intelligence exchange, funding of £25,000 was obtained from Hampshire Constabulary. This was used to purchase software, called National Business Information Systems (NBIS)<sup>7</sup> NBIS is the next generation of crime reduction software, designed to link town, city and shopping centre business crime reduction partnerships, to help reduce crime and the cost of crime. The system enables advanced business crime management through establishing and developing a framework for proactive public/private partnership working focused on tackling business related crime.

The partnership purchased computer equipment and established an office above one of the Southern Co-op stores in Portsmouth. The partnership was now able to set up an effective information exchange between Police and businesses providing constant feedback on prosecution cases and outcomes.

Further to this, the Business Partnership also provided partners with Radio communications allowing them to inform each other of repeat offenders and other issues and events as they happened, along with contact with the police. They were also able to utilise crime reduction advice from registered crime reduction officers and access other "good practice" ideas that will help to reduce crime. See Fig 5.

## PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP

### APPLICATION FORM

## PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP

I am interested in knowing more about becoming a member of the Portsmouth Business Crime Reduction Partnership. Please send me a membership pack.

Portsmouth Business Crime Reduction Partnership is supported by

A Home Office Initiative endorsed by Hampshire Constabulary

Organisation

Contact name

Address

Telephone

Fax

Email

Portsmouth Business Crime Reduction Partnership  
100-102 Elm Grove, Southsea, Hampshire PO5 1LP  
Tel: 023 9286 2711

Please return the completed form to: **The Crime Manager, PBCRP, 100-102 Elm Grove, Southsea, Hampshire PO5 1LP**

Your logo could be displayed on this leaflet. Interested?  
Contact The Crime Manager, PBCRP on 023 9286 2711

## PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP

Theft, anti-social behaviour, burglary and violent crime can affect any business and the costs are not just financial. Reduced staff morale from threats, intimidation and violence and the perception by potential customers of an unsafe area can adversely impact on the viability of local and city shopping centres, affecting both the day and night economy.

### BUILDING A SAFER PORTSMOUTH

The Portsmouth Business Crime Reduction Partnership (Business CRP) is a membership partnership between business, community, local authority and police. Its aim is to combat all aspects of crime, to unite all businesses to work together in order to make Portsmouth a safer place for everyone.

### WHAT IS THE PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP?

The Portsmouth Business Crime Reduction Partnership Ltd (PBCRP) is the only business led partnership in Portsmouth that will help you to combat crime and anti-social behaviour in your city.

All of the current members, like you, run businesses in the Portsmouth area and have been, or were likely to be, victims of crime.

**NOW we are doing something about it!**  
With the endorsement of Hampshire Constabulary and the full support of the Home Office, we have formed the Portsmouth Business Crime Reduction Partnership (PBCRP).

### WHAT IS THE AIM OF THE PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP?

Our aim is to work in partnership with the Police and local authorities to combat crime and anti-social behaviour within our trading area, thereby making Portsmouth a safer place for our businesses, our staff, our customers and the citizens of Portsmouth.

### HOW CAN THE PORTSMOUTH BUSINESS CRIME REDUCTION PARTNERSHIP HELP ME?

The PBCRP is a business led action group incorporated as a 'not for profit' company. You can join today to make a difference in your community. Whatever the size of your business the Portsmouth Business CRP has something to offer you.

### BENEFITS

- Security Radio Network - provides communications links with other businesses in your community. Radio traffic will be monitored by the PCC CCTV Monitoring Station and your local police sector. This will aid efficient use of police resources. This benefit is optional.
- Membership of the Exclusion Notice Scheme - this will exclude prolific offenders from your premises.
- A working partnership with the Portsmouth Anti-Social Behaviour Unit, the Police, and the Crown Prosecution Service (and other organisations).
- Access to secure data regarding known offenders in your area.
- The Partnership will work with the Police to establish the identity of unknown individuals committing crimes in your area (including anti-social behaviour).

- Free comprehensive training will be given to members that will cover:  
RADIO USE  
DATA PROTECTION  
CRIME PREVENTION  
CRIME REPORTING

- All incidents reported by PBCRP members will be entered onto a secure computerised programme (NBIS) that will enable, in partnership with the Police, the identification of areas and individuals causing concern and the agreement of the most effective course of action.

- The PBCRP can also offer its members exclusive access to reduced cost packages. These will vary from time to time, but currently include:  
CCTV MONITORING by Portsmouth City Council  
CCTV INSTALLATION  
ALARM INSTALLATION  
SECURITY SYSTEMS  
SECURITY GUARDING  
FINANCIAL SERVICES  
LEGAL ADVICE  
ARTWORK & PRINT

- The Partnership is working towards being accredited for the Safer Business Award. This is a nationally recognised award that will reflect the professionalism and high standards of the Partnership. We aim to achieve this in the first year.

**JOIN US NOW - AND MAKE A DIFFERENCE!**

### COSTS

Membership costs will be annual (in advance) and will be based upon the size of your business. The size of your business, is in turn based upon the rateable value.

**ANNUAL MEMBERSHIP  
STARTS FROM LESS  
THAN £1 PER WEEK**

Fig 5.

Working in partnership with the local council and licensing departments in Portsmouth, a campaign of test purchasing in stores was initiated. This raised awareness of the problems and the responsibility of allowing youths to obtain alcohol. Through a high impact media film and staff training by the Southern Co-op and Storewatch they raised awareness in staff. Additional in store screen prompts were placed on cash terminals at every transaction of alcohol. Further awareness was raised through advertising in the local media and by use of posters of the issues around underage drinking. This activity was specifically targeted to reduce the proxy sales of alcohol to the youths in the areas around the stores and improve community safety.

### **Assessment:**

Operation Kensington was designed to improve the response and service to shops in our community and to improve the investigations into shoplifting. It is difficult to estimate actual cost savings identified through use of the Investigation Packs. However in order to demonstrate the savings in police hours alone, the identified 'mean' cost of an officer according to our finance department has been used to calculate a rough cost in Police attendance only. This equates to a constable costing £18.19 per hour of employment.<sup>8</sup>

On this basis looking at the analysis of the total investigations carried out between 22/01/05 and 16/09/05 in the three Co-ops in Copnor and North End Beat there were 50 crimes reported to Police and all were attended.

On average an officer spends approximately 45 minutes per investigation at each shop recording the incident fully, including statements, seizing evidence and recording exhibit labels. This does not take into account the time needed to travel to the location to take the report, or the amount of times an officer has attempted to complete this initial investigation. On average it appears that most initial investigations were taking approximately three weeks and several visits. If we assume the unlikely event that an officer achieves this investigation on the first visit every time, we could identify some base cost analysis on each officer's investigation.

Therefore police attended 50 incidents in 2005 to these three shops. (see fig 6 below) This can be broken down to cost as follows;

- 50 incidents attended at 45 minutes each = 37.5 hours in investigation.
- 37.5 hours times the hourly rate of £18.19 = £682.13.

This figure of £682.13 is an extremely conservative estimate of the actual cost of initial investigation only and does not include all other aspects of the investigation.

Taking the same time span in comparison from 22/01/2006 – 16/09/2006 there were 91 crimes reported (see fig 6). Due to the improved investigation in store by the staff 27% of the calls were screened out so that 25 incidents were not attended at all. The investigation packs were in place for the remaining 66 incidents and officers were actually collecting the packs on the first visit every time with the complete initial investigation done. Officers were spending on average 5 minutes in a shop collecting the pack. Using the same criteria as above it can therefore be assumed that;

- 66 Incidents attended at 5 minutes each = 5.5 hours in investigation.
- 5.5 hours time the hourly rate of £18.19 = £100.05

We can therefore show that there has been an 85.4% saving of costs in initial investigating into these areas despite a 182% increase in reported crime.

Comparison of reported crimes on RMS in Co-ops 2005 - 2006

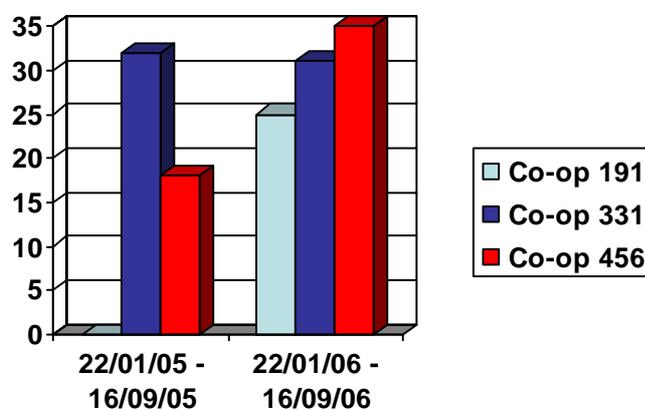


Fig 6.

In 2005 within the three shops in Copnor, 10 offenders were arrested and charged. In 2006, 27 offenders were arrested and charged (see fig 7).

Detected Crime on RMS in Co-ops 2005 - 2006

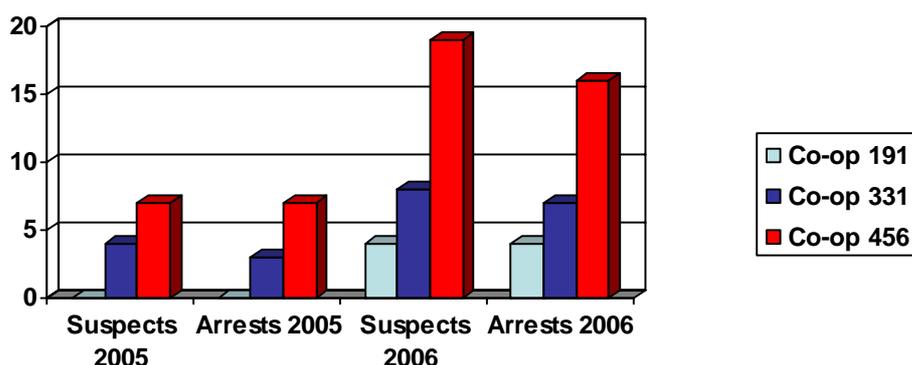


Fig 7.

Using Problem Resolution In a Multi Agency Environment (PRIME) with our partners it is reasonable to consider that after the initial influx of detections and as the process is spread, less arrests will eventually be required. As the intelligence exchange becomes more effective through the introduction of the Portsmouth Business Crime Reduction Partnership (PBCRP) and the computer software system, NBIS (National Business Information System) offenders will also be more aware that this area of crime is being tackled more effectively.

Due to the increase of reporting and multiple images collated from crimes, there has been more evidence available to identify and detain offenders for similar or like offences and so detection has been increased. This process meets the needs of NIM, as offender details are identified more quickly and effectively.

From data from our partners we were able to see across the City how incidents had been reported in 2005 and 2006. In 2005 London Road Co-op had held position 7 out of 92. By 2006 it had dropped as a problem store to position 22. Copnor (3) had been at 14<sup>th</sup> and was now at 33<sup>rd</sup>; Copnor (2) had been at position 20 and dropped to position 56. It appeared that overall problems at the stores were reducing since the re-fits had taken place, the security had been improved, training put in place and investigation packs introduced. See Fig 8.

	THEFT 2005	ATTEMPTED THEFT 2005	TOTAL	THEFT 2006	ATTEMPTED THEFT 2006	TOTAL	VARIANCE	% CHANGE
COPNOR 2	17	4	21	26	10	36	15	41.6%
COPNOR 3	25	8	33	13	2	15	-18	-54.4%
LONDON ROAD	65	20	85	45	6	51	-34	-40.0%
<b>TOTALS</b>	107	32	<b>139</b>	84	18	<b>102</b>	<b>-37</b>	<b>-26.6%</b>

Fig 8.

The number of Incident reports received from stores to their head office in 2006 increased by 14.9%, with the above categories showing an increase across all stores of 0.25%. The three trial stores showed a decrease on targeted categories of Theft of 26.6% year on year. This equates to a 26.8% reduction when compared to the all-store reported figure for these categories in 2006.

In Feb 2007 assessment of police data on reported theft over a two year period was made. We were able to demonstrate that the Southern Co-ops in Copnor had substantially increased their reporting of crime in line with N.C.R.S. in comparison to the rest of Portsmouth.

	<u>01/01/05- 31/12/05</u>	<u>01/01/06- 31/12/06</u>	<u>% Increase</u>
Portsmouth Division	2242	2493	12%
City Co-ops	470	654	39%
Copnor Beat	145	191	32%
Co-ops Copnor Beat	48	80	66%

In line with this increase of reported incidents now reflecting the in-store reports of incidents, the detection of offenders improved.

	<u>Detected 2005</u>	<u>Detected 2006</u>	<u>% Increase</u>
Portsmouth Division	1152	1188	3%
City Co-ops	168	228	36%
Copnor Beat	21	44	201%
Co-ops Copnor Beat	6	21	350%

In summary Operation Kensington set out to improve the response and service to shops in our community and to improve the quality of investigations. The project has achieved its aims and objectives in the pilot area of Copnor. As the process spreads in January 2007 to all twenty two Southern Co-op stores in Portsmouth we will be able to further assess the impact of this improved service delivery.

We have worked with victims of crime to improve their knowledge and understanding of the situations and

circumstances they face, empowering them to be more proactive in their work. We are collating more supportive evidence and deterring the behaviour in store of regular offenders. We have provided stores with feedback and support required to show the results of their work. This has improved the working relationship between all parties and the understanding of the service delivery available. Confidence in calling the police has returned and a true partnership strategy tackling crime has begun.

We have considered the 25 techniques of situational crime prevention in the design and layout of the stores. We have improved the natural surveillance of premises through changing the layout of stores and upgrading the CCTV monitoring facilities. Displays have been modified to deter thieves from taking regular and high value items.

We have utilized the Trading Standards Department and their expertise in identifying and dealing with proxy sales of alcohol. This has assisted in the identification and prosecution of offenders. We have increased the quality of the investigations into theft within stores, providing consistency and use of best evidence to identify more offenders and carried out more prosecutions. This in turn has raised the awareness of our partner agencies about these individuals' behaviour. We have also supported victims through prosecuting the offenders. We have identified and tackled repeat offenders and some have been dealt with under the crime and disorder act, issuing ABC's and ASBO's (Acceptable Behaviour Contracts or Anti-Social Behaviour Order). Other stores in the area have heard of the work and have approached us to be included as they have seen and heard of the benefits of the partnership work. Portsmouth University criminology students are now using this project and the theories and data behind it, for their research and studies into a working crime policy. This will form the basis of their studies and dissertations in 2008.

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<sup>1</sup> POP Guide to business crime and shoplifting: <http://www.popcenter.org/problems/problem-shoplifting.htm>

<sup>2</sup> What is NIM. <http://police.homeoffice.gov.uk/operational-policing/index.html/?version=2>

<sup>3</sup> Spreadsheet from Southern Co-ops [Report of incidents and crime statistics from Southern Co-ops 2005](#)

<sup>4</sup> NCRS Explained: <http://www.homeoffice.gov.uk/rds/pdfs2/rdsolr3203intro.pdf>

<sup>5</sup> PAT triangle explained: <http://www.popcenter.org/Library/RecommendedReadings/60Steps.pdf>

<sup>6</sup> NCRS Explained: <http://www.homeoffice.gov.uk/rds/pdfs2/rdsolr3203intro.pdf>

<sup>7</sup> NBIS Computer systems <http://www.hicom.co.uk/BusinessSolutions/nbis.htm>

<sup>8</sup> Staffing costs [http://intranet/NR/rdonlyres/80295EE0-A057-4F8E-922A-E5FEB2AF341D/0/StaffCosts\\_0607\\_April.xls](http://intranet/NR/rdonlyres/80295EE0-A057-4F8E-922A-E5FEB2AF341D/0/StaffCosts_0607_April.xls)