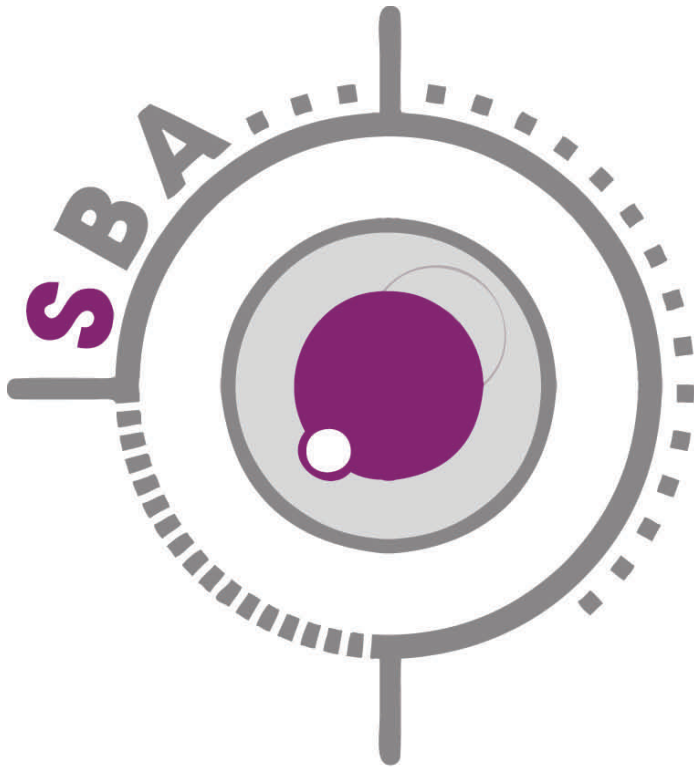


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association of british bookmakers ltd



**SAFE BET**  
**ALLIANCE**

## Voluntary Code of Robbery Security Standards for London Bookmakers

Compiled in association with



Working together for a safer London

**abb**

association of british bookmakers ltd



**LACORS**

promoting quality regulation

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### Please Note

It is the public function of the Metropolitan Police Service ('MPS') to prevent and detect crime and to promote measures which further that function. The advice/guidance is given in accordance with that function and is not an assurance that crime will be prevented. Nor does the giving of advice create a legal relationship between the MPS and its recipient. As such the MPS will incur no liability for any loss or damage (of whatever nature) occasioned to the recipient of the advice, its employees, agents or customers or any other person arising directly or indirectly from the giving of the advice.

The ABB in offering this advice we wish to make it clear that:

- Operators are not exempted from their own statutory responsibilities
- Legislation may change over time and the advice given is based on the information available at the time the guidance was produced. It is not necessarily comprehensive and is subject to revision in the light of further information.

- This advice is not intended to be a definitive guide to, nor substitute for, the relevant law. Independent legal advice should be sought where appropriate.
- The purpose of this document is to provide advice to bookmakers and should not be used in anyway such as to impose additional legal responsibilities on bookmakers over and above their statutory responsibilities

## Acknowledgements

This document has been developed by the Association of British Bookmakers in conjunction with the Metropolitan Police. As part of this process, the five major operators and other independents have been consulted and there is a universal commitment on behalf of all the operators to develop best practice as far as the safety and security of betting shop staff is concerned.

A working group was established to provide input into this document and the ABB and the Metropolitan Police would like to acknowledge the contribution made by LACORS, Sarah Simpson from the Institute of Conflict Management, Christine Hardacre from Community, Gary Parkinson from Rochdale Council, John Price (DWP) and David Tolley from Tower Hamlets Council.

## Foreword

Commander Mark Simmons  
Metropolitan Police

Betting shop robbery has been an ever present threat in the capital and significant Metropolitan Police resources have been devoted to detecting and prosecuting offenders with a good degree of success.

There is no single solution to reducing robbery risk, but there has been concerted efforts by police, local authorities and the betting industry to halt the upwards trend in the number of robberies in London. Thankfully the rate of betting shop robbery is now reducing, but there is no room for complacency. Only a partnership approach where the various initiatives are developed and where effort is sustained will keep the number of robberies down.

Betting shop staff should be confident that they can come to work knowing that their employer takes the issue of their safety and security seriously. Employers should be certain that their staff are aware how to reduce the risks, are following laid down good practice and know how to operate security equipment properly. Police officers should be assured that betting shop operators are doing all they can to maximise the chances of detection when a robbery takes place.

Standards in the industry are variable (even amongst the five largest bookmakers) and when a betting operator or a particular member of staff fails to implement appropriate measures then the whole industry is exposed to greater risk. For example an offender who manages to get away with a few thousand pounds (despite cash minimisation policies) will see that the reward outweighs the risk and will go on to commit further robberies. Each betting operator and each betting shop worker owes it to their counterparts to act responsibly and ensure appropriate standards of security.

I welcome the development of minimum standards for betting shop security which are encapsulated in the Safebet Alliance initiative. I know that one of the challenges has been to develop minimum standards in an environment where different operators have made varying professional judgements in respect of particular safety and security measures. The capacity of small and medium sized enterprises to engage in significant capital investment projects in difficult economic conditions also has to be considered.

Where we are is the start of the journey with the development of a minimum standard that all betting operators in London should be capable of achieving and appropriate higher level standards where there is evidence that the risk is greater.

Some operators already have their own minimum standards which exceed those recommended in this document and incremental improvement should, in my view, be the objective of all bookmakers. To develop minimum standards that were merely a long term aspiration for some independent operators would have reduced the effectiveness of this initiative and would have discouraged engagement by some.

Finally, returning to the subject of partnership, we have found that the engagement of our safer neighbourhood teams with betting shop staff on a localised basis to be an invaluable part of the process. Operation Betguard which involves the distribution of reward posters and the engagement of staff and police at this local level has, we are certain, played a major role in sending the right messages out to the wider community and to potential offenders.



Mark Simmons  
(ACPO Commercial Robbery)

## Introduction

**Andrew Lyman**

Senior Executive ABB

The Safe Bet Alliance is a voluntary code for betting operators based in the Metropolitan Police area, the document is focussed on reducing robbery risk. A further document will be produced in due course which will articulate minimum national standards which may vary from the standards in this document and will cover both robbery and other violence in the workplace issues

The document which is endorsed by the Association of British Bookmakers (ABB), provides a standardised approach to risk assessment and provides a recommended range of procedures, responses and crime prevention measures (control measures) which can be adopted to reduce the risk of robbery, other offences (e.g. assault of staff) and anti social behaviour; plus assisting in the detection and apprehension of offenders.

There are heightened risks for operators and their staff in certain areas of London with over half the betting shop robberies in the UK occurring in the Metropolitan Police area. In carrying out a risk assessment (see below), betting shop operators who run London based shops should take this statistic into account.

It is accepted by the police and local authority representatives that in difficult economic times, part of the process involves cost benefit analysis and that operators will phase in improvements over time, However experience has shown that the recommended measures are effective in reducing robbery risk. What is key is that security measures taken and processes designed to protect staff must be suitable for the identified risk in a particular betting shop.

This document will be kept under constant review in order to ensure that best practice is maintained in an ever changing environment.

Reducing the incidence of betting shop robbery and thereby protecting staff is a key priority for the industry. The ABB already run a reward scheme for those who provide information about betting shop robbery and we subscribe to Crimestoppers, but this initiative will reduce the risk of robbery as well as having a positive effect on reducing the incidence of other crime or anti social behaviour in betting shops.

Offenders achieve their aims by instilling fear of physical harm on the victim and there can be psychological consequences for victims or witnesses. In the worst case scenario physical harm can result

Offenders can be broadly categorised as professional, opportunist or unstable (for example seeking money for drugs), but what they have in common is that they all present a real risk.

Robbery is oppressive, sometimes traumatic and the victims are normally betting shop staff.

A feature of the industry is that the five largest betting operators (all of whom have dedicated security management and staff) control around 85% of all retail premises. There are already high levels of cooperation and sharing of good practice, but it can be improved and the aim of the exercise is to help all betting operators to easily understand and adopt best practice in an ever-changing environment.

There is no quick fix here and robbery risk can never be reduced to zero, but once risk has been assessed then proportionate measures need to be taken to reduce that risk. If a betting shop is judged as higher risk then a greater range of control measures may be needed than at lower risk premises.

Once a robbery has occurred, premises will need to be reassessed; not least because of the risk of a repeat offence. The key is constant dialogue between the betting industry and law enforcement together with the other organisations that have a stake in this issue.

Whilst the primary objective is protecting staff, reducing robbery risk and other criminality makes good business sense. Having appropriate procedures and investment in relevant measures improves business and protects vital assets. The right approach will ensure staffs are professional, vigilant and more confident about remaining in control before, during and after a robbery.

As well as cash loss (which can be minimised), robbery disrupts business (premises will need to be closed), causes distress to staff and customers and increases the call on management time.

Reducing the risk of betting shop robbery is the responsibility of all staff not just a matter for the security department. Once procedures are in place, staff and management should ensure procedures are followed and that no one is allowed to become complacent.

Betting shop robbery and other criminality should never be seen as an occupational hazard and staff and management should be proactive at all times. Doing a few simple things well will reduce opportunity and may cause offenders to abandon their plans or divert their attention to softer targets.

The simple truth is that if betting shops are seen as soft targets and a ready source of large cash hauls; they will continue to be subject to these serious offences.

With the industry working in partnership with police crime prevention officers, safer neighbourhood and other law enforcement teams to prevent avoidable robberies and increase levels of detection, we can all make a real difference in this area and help maintain competitive advantage.

### **ABB Response**

The ABB together with the Metropolitan Police have established a Strategic Group to look at the approach to betting shop robbery and other crime in the London area and are currently looking at expanding this Group to accommodate representation from national forces and the separate crime prevention structures of the devolved jurisdictions e.g. Scotland. The main objectives of this Group are to ensure that all areas of the betting industry embrace the key security messages and to reinforce the point that commercial and safety/security objectives should be considered as one.

There is also a security practitioner's group, which deals with specific issues and incidents in more detail, and it is a group where industry intelligence and operational networks can be strengthened. This second group reports to the Strategy Board.

From time to time miscellaneous groups are constituted by regional police forces; for example, to deal with a spate of robberies in a particular area. Normally regional security staff attend these groups and outcomes can be fed into the main practitioner's group and where applicable the Strategy Group.

### **Method**

Whilst security and health and safety can be considered separate issues, the ABB believes that it is right to use a risk assessment methodology that will already be familiar to many betting operators and their staff. The Health and Safety Executive's "five steps to risk

assessment” reflects good risk assessment practice and betting shop robbery is principally (but not exclusively) a health and safety issue. The loss of cash and the resultant effects on the business (i.e. temporary closure) are wider security issues, but the main effects are on staff and management, which is why the HSE approach is important.

The five steps involve identifying the risk (in this case the real risk of robbery and the various types of betting shop robbery (including cash in transit), those that can be harmed (staff and customers), identifying what has been done already to reduce/manage risk, establishing what else needs to be done and finally who is responsible for delivering the agreed measures and reviewing the process.

This approach also assists in identifying risks to betting shop staff other than robbery; for example, violent, aggressive or abusive customers.

A practical example of this approach in action can be seen on the HSE website.

[www.hse.gov.uk/risk/casestudies/pdf/bettingshop.pdf](http://www.hse.gov.uk/risk/casestudies/pdf/bettingshop.pdf)

Crime prevention techniques and methodology obviously come in to play here. Designing a betting shop to reduce the risk of robbery (by limiting the opportunity or inclination of a potential offender to commit the crime) or putting in measures to deal with a particular situation and look at making individual betting premises a harder target for attack, is all part of the process.

However, many medium sized and small betting operators do not have the resources to employ specialist security staff (it is another function of management) nor do they have funds to pay for expensive reviews by security consultants. Therefore using an approach, which is already in use by many operators to manage their health and safety risk and spreading simple and effective practice across the whole industry, seems to be a sensible approach. Experience has also shown that Crime Prevention, Licensing Authority and Environmental Health officers also encourage this approach.

Whilst all reasonable measures should be taken to reduce robbery and other risks, it is also important to provide support for staff after an incident has occurred. A list of organisations or resources that provide advice in this area can be found at Annex B.

## Key Messages

Before setting out the detail of best practice there are some key principles, which need to be understood and followed. Whilst it is staff that should be encouraged to adopt these principles, managers must implement and constantly reinforce them.

**Being vigilant** - This means maintaining awareness of what is happening in the shop, identifying unusual occurrences or suspicious individuals and not being afraid to report suspicions to the police.

**Giving good customer service** - Great customer service reduces the risk of robbery. Building relationships with your existing customers, challenging strangers with a “can I help you?” and running a clean and efficient shop discourages would be offenders.

**Minimise cash** - minimising the amount of cash that an offender can get their hands on is the single most important factor in reducing the incidence of robbery, preventing repeat robberies or stopping a spate of robberies by the same individual or group.

This means making sure large amounts of cash are not available at the till and, where available, time delay safes or other dispersal alternatives are used.

**Utilise existing security measures properly** - This means following established security procedures, ensuring security equipment e.g. CCTV is working at all times and that security devices where fitted, such as maglocks are working at all times.

**Avoid establishing a routine** - Don't bank or empty machines at the same time and don't establish predictable patterns for would be offenders to observe.

**Stay calm and remain passive, but in control** - Whilst you should do as the offender asks and never do anything to challenge him, there may be things you can do which help the situation. For example, try and break eye contact or appear to comply with instructions while looking at opportunities to preserve evidence. Also do no more than you are asked to e.g. don't volunteer concealed cash or security processes. This could put other colleagues in danger.

**If robbed, secure the shop immediately after the incident** - The shop is a crime scene where police may be able to recover forensic evidence, including DNA. Preserve the scene (do not

touch or move anything) and prevent access by members of the public (this does not mean ushering out those customers who were present during the incident).

All these principles should be underpinned by **staff training**. The ABB can provide training packages to operators which deal with reducing robbery risk (including safe banking practices) and dealing with violence in the workplace. As part of the training process, staff should be allowed to discuss their experiences and share their concerns.

## Risk Assessments

**For operators with five or more staff, risk assessments must be in writing, but in any event operators must be able to demonstrate that they have carried out the process.**

Some operators already have a formalised approach to risk assessment. For example, using between two (general or enhanced) and five categories of risk.

Participation in the Safebet Alliance does not mean redesigning your existing formal process, but making sure that you do have a structured approach to risk assessment.

The key is following the five steps to risk assessment and determining what preventive or crime reduction measures are appropriate to manage the risks. For ease of reference the steps are: (1) identifying the hazards, (2) deciding on who might be harmed and how, (3) evaluating the risks and deciding on precautions, (4) recording the findings and implementing them, (5) and review.

Not all betting shops present the same robbery risk. Some betting shops have never been robbed and are located in areas where there is little or no business or street robbery. However, the process of carrying out risk assessments must be dynamic to meet emerging circumstances.

Also consider other risks. For example robbery risk may be low but you may have seen a rise in incidents of criminal damage or customer aggression, therefore those risks may be heightened and security will need to be increased.

We consider that the appropriate starting point is proportionate and evidence based minimum standards for all betting shops, with a menu of enhanced measures being used

when risk assessment shows that a particular premise presents a greater risk. Where there is a higher level of risk then further measures need to be taken.

There are a range of professional and factual judgments to be applied when deciding what are the appropriate control measures to be applied in a particular betting shop; for example, an analysis of trends and the strengths and weaknesses of particular crime prevention measures. This document assists with that analysis.

As part of the risk assessment process which should be premises specific, local management, betting shop staff and staff representative groups must be consulted. There are two distinct statutory schemes covering staff consultation on health and safety issues; one where unions are recognised by the employer and the other where they are not. As a minimum, it is important to make sure that consultation mechanisms are established which ensure that either all employees or elected representatives of employee safety are consulted. Further details can be found on the HSE website.

Staff are sometimes very reluctant to use certain measures (feeling that offenders may be incited to greater levels of violence by the use of a particular measure) or analysis may show that staff do not utilise certain measures when a robbery actually takes place. This makes some “off the shelf” accreditation schemes unsuitable for the betting industry. Sometimes it will be necessary to impose working practices if it is felt that on balance staff will be better protected by their use.

In coming to a view about the level of risk, the most simple and objective method for existing shops is to take into account the most relevant and current crime statistics and also consider the history of a particular premises in terms of the number and type of offences to which it has been subjected.. For example, if the statistics show that the risk of business robbery and other crime is low and there has been no history of robbery in that shop (say the past two years) then that shop is maybe lower risk. For new shops one should consider the crime statistics and the experience of other similar shops in the immediate area.

Likewise the identification of a pattern of offences occurring in a particular area may require re-evaluation of the risk in particular shops even if the particular shop in question has not been subject to a serious offence.

The number of robberies a particular area or region endures will be a determinative factor when carrying out a risk assessment

Following risk assessment, it will be necessary to justify the measures taken to reduce the risk of robbery and other offences. The key question is “were the measures taken to reduce the identified risk reasonable and proportionate in the circumstances?”

Whilst the large and medium sized operators have their own professional security staff, other sources of information are local police crime prevention and community safety officers, local environmental health officers and local business crime reduction partnerships. Some of the larger metropolitan forces publish their own business crime statistics at area level.

Carrying out the risk assessment and taking appropriate action is the responsibility of the operator and where there are gaps in an operator’s knowledge or expertise, then consultation with those external resources identified above is very much part of the process.

Nobody wants to see a rise in the level of robbery or other offences in their area and betting operators should give every assistance to local crime prevention and investigating officers; particularly during a spate of local robberies when risk assessments may need to be revised to meet the changing circumstances. Whilst it is hoped that this will never be the case, this does not mean acceding to requests for the implementation of disproportionate security measures across whole estates as a reaction to a spate of localised offences.

A partnership approach should be adopted, but ultimately it is for the operator, having consulted where necessary with those responsible for health and safety compliance and the prevention and detection of crime to implement the appropriate measures to reduce risk. Adopting the standards set out below will assist operators to meet their legal obligations. The ABB is happy to help independent members determine their current level of risk from betting shop robbery and advise on the suggested measures set out in the tables below.

## **Safe Bet Alliance Standards**

This section of the document examines the minimum-security requirements for reducing robbery and other offences in the bookmaking industry. The standards have been identified following surveys of premises that have been subject to robbery offences. The identified standards are based on the 10 principles of crime prevention, and good practice that is currently adopted within the Bookmaking industry.

## The Ten Principles of Crime Reduction

- Target hardening.
- Target removal.
- Remove the means to commit crime.
- Reduce the payoff.
- Access control.
- Visibility/surveillance.
- Natural surveillance
- Environmental design.
- Rule setting.
- Increase the chance of being caught

This document identifies two levels of response to the problem of betting shop robbery in London. The first level consists of the recommended measures that should be taken in the majority of London betting shops (unless the shop specific risk assessment indicates a lower level of risk where a reduced number of measures are justified). The second level is for those shops in areas where the risk of robbery is further heightened. Again the risk assessment should be shop specific although the level of business and other crime in a particular area is a determinative factor.

All items in the tables below in **blue** should be considered by bookmakers in Metropolitan Police area as the ideal minimum standard for London betting shops. It is not expected that all bookmakers will be able to achieve this minimum standard immediately, but operators should be looking to work towards them or alternatively justify on the basis of risk assessment that specific measures are not necessary.

If through risk assessment, you have identified a heightened risk of robbery in a particular London Betting shop then it is strongly recommended that you consider adopting all the standards including the **red** sections.

## LBO Shop Front

Location	Advice	Standard
Front door	The front door is the first opportunity for controlling entry to the LBO premises. It is important that the door and the doorframe are of sound construction. All locking mechanisms should be regularly maintained and meet relevant BSI standards.	<p>The Front Door and surround must be of sound construction and locks should meet relevant BSI standards.</p> <p>Where the risk of repeat robbery offences is assessed as significant at the site, an electromagnetic lock (Maglock) or an alternative entry control system should be installed, except in exceptional circumstances.</p>
Corporate Signage	It is important that customers and staff are aware of the security used on the premises. It is a legal requirement to clearly advertise the use of CCTV and the reasons for its use.	<p>LBOs must have a clear corporate security notice that details security measures.</p> <p>Where CCTV is operated, the signage must incorporate a CCTV notice.</p> <p>Corporate signage should indicate to customers that operator's will refer all offences committed against staff to the police for further investigation</p>
Advertising / door/windows	<p>It is important that staff have an opportunity to identify potential risks before they enter the premises. It is also important that members of the public can see into the premises.</p> <p>In some premises the structure and internal layout of the premises prevents clear viewing. In such cases alternative security measures e.g external CCTV should be considered</p>	<p>Where the risk of robbery is heightened and the structure of the premises allows, window and door advertising should be restricted to allow additional opportunities for clear viewing into the premises</p>
Lighting	External lighting is important to support external CCTV, (where installed) and clear vision to aid the use of maglocks etc. Where possible external lighting also assists to identify potential risk during hours of darkness.	<p>Care must be taken to ensure that lighting does not create 'mirror effects' thus reducing visibility for staff</p>

## LBO Shop Floor


Location	Advice	Standard
<b>Furniture</b>	<p>Consideration needs to be given to the type of furniture used within the LBO. Dependent on the risk, furniture may need to be secured to the floor or of such construction that it cannot be used as a weapon or tool for causing damage.</p>	<p>Appropriate furniture must be used in the LBO</p> <p>Where there is an identified problem consideration should be given to securing furniture or removing portable items, e.g., stools.</p>
<b>Customer Desks and writing benches</b>	<p>Desks and benches placed near windows and doors in some LBOs can become attractive to undesirable 'customers' i.e. drug dealers. These 'customers' cause a number of problems:</p> <p>Scaring of regular custom Causing local disorder problems</p>	<p>When particular problems have been identified the necessary considerations should be given to the removal of desks and writing benches from front window positions where the structure of the premises permits.</p> <p>Liaison with local police to discuss appropriate action.</p>
<b>Fire exits</b>	<p>Fire exits are another potential entry / escape route for offenders. In some cases fire exits cannot be seen from the cash office. The introduction of alarms on all fire exits will ensure that staff will be aware when fire doors are opened. CCTV will allow the capture of images of persons using the door.</p> <p>Fire doors must not be used as an alternative entrance / exit from the LBO unless it is an agreed exit.</p>	<p>All fire doors must have signage that the doors are only to be used in an emergency only.</p> <p>All fire doors must be fitted with appropriate locking systems.</p> <p>Fire exits not viewable from the counter must be fitted with an audible alarm.</p> <p>Strengthened fire doors should be fitted as part of all new builds and refits</p>
<b>Toilets</b>	<p>In LBOs where toilets are available to members of the public, staff need to be aware of the potential misuse of the facilities. Robbers have been known to wait in toilets until premises are closed.</p> <p>Where misuse becomes an issue consideration should be given to controlling entry to the toilets or withdrawing the facility.</p>	<p>All toilets must be regularly checked by staff for evidence of misuse and for anyone loitering there at closing</p> <p>Where there is evidence of misuse the management needs to control access to the customer toilets.</p> <p>Consideration should be given to temporarily withdrawing facilities if the control systems prove inadequate and misuse is evident. This may involve seeking advice from local police.</p>
<b>Gaming Machines</b>	<p>There is risk of robbery when gaming machines are being emptied and measures may assist with other issues related to machines in terms of supervision and crime reduction.</p>	<p>A procedure must be in place that ensures that gaming machines are only opened when staff are sure that it is safe to do so in compliance with company policy.</p> <p>Remote control on/off switch for the</p>

		<p>machines should be in the Cash Office, allowing isolation of the machines.</p> <p>CCTV to cover Gaming machine areas and capture images.</p> <p>Company policies must make clear that machines must not be opened if it is not safe to do so.</p>
<b>Signage</b>	<p>It is important that Internal signage should reinforce the message of the corporate signage at the points of entry.</p>	<p>Corporate signage, which reinforces security messages, must be prominently displayed in the cash office. (See Annex A)</p>
<b>Internal CCTV</b>	<p>CCTV must be in good working order and fit for purpose for which it was installed.</p> <p>CCTV is essential for post robbery investigations. For this reason it is vital that at least one camera is capable of obtaining a head and shoulders image of all persons leaving the premises. A minimum of a second camera is required to see what has happened in the store.</p> <p>All CCTV images to be recorded using frame rates appropriate to the operational requirements.</p> <p>Images should be recorded for a minimum period of not less than 14 days.</p> <p>Regular maintenance plan for the CCTV system must be in place</p> <p>All CCTV must comply with the Data Protection Act</p>	<p>CCTV must provide clear images of the counter, entrances and exits. The camera angle, where possible, should capture the general floor area (including gaming machines)</p> <p>Consideration should be given to installation of a covert camera in shops to capture facial images.</p> <p>Processes must be in place to allow police access to images as soon as possible following an attack.</p> <p>All high risk shops must install a covert camera to capture facial images.</p>
<b>Lighting</b>	<p>Lighting plays an important part in creating an environment that feels safe and secure. Lighting is also essential for the capture of CCTV images.</p>	<p>Internal and external lighting should support high quality CCTV images and recordings.</p>

## LBO Cash Office

Location	Advice	Standard
Cash Office Door	<p>The door to the cash office is in many cases the last barrier between the public area and the safe and tills. It is important that this door and the surround are of suitable construction to withstand an attack.</p> <p>Where the door to the cash office is a fire door there may be restrictions on the type of door and security used.</p>	<p>Doors and door surround must be of sound construction and where possible open outwards</p> <p>All cash office doors should be of suitable construction and have a secure lock.</p> <p>Where staff cannot see the exterior a spy hole or clear glass panel must be in place in the cash office door.</p>
Security Screens	<p>Security screens serve two main purposes; Prevention of assault of staff, a barrier to stop access to the cash office.</p> <p>Where criminal incidents or risk assessments result in premises being assessed as higher risk, screens should be installed.</p> <p>It is important that the security screen is correctly fitted and of the appropriate type.</p> <p>Re assessment of the screen situation should take place following a significant incident.</p>	<p>Shops should have a security screen (unless the risk assessment evidences otherwise).</p> <p>Security screens should be of an appropriate height and construction to minimise the risk of access by offenders.</p> <p>The gap between the counter and the bottom of the screen should be sufficiently restricted to make access by customers difficult</p> <p>Where a premise is identified as high risk, consideration should be given to having a full screen.</p>
Hold Up Alarms	<p>“A Hold-Up Alarm may be operated to summon urgent Police assistance when an assailant enters a previously defined area with the obvious intention of harming or threatening any person within that defined area”. (ACPO 2008)</p> <p>Alarms may be fixed position or discreet personal holdup alarms carried by staff.</p> <p>Fitted alarms must go to a central station monitoring centre and must always be silent alarms.</p>	<p>Staff must have access to a telephone capable of direct dialling 999</p> <p>Following an attack the police should be contacted using 999</p> <p>Where hold up alarms are installed or made available, staff must be trained and confident in the use and operation of the alarm.</p> <p>Alarms must be appropriately placed and regularly maintained.</p>
Cash minimisation	<p>Reducing the amount of reward available to offenders is a key crime reduction principle.</p> <p>A realistic maximum limit for cash in tills must be identified for each store.</p>	<p>A maximum till limit must be identified for each LBO.</p> <p>The maximum limit must be enforced.</p> <p>It is unlikely that the maximum till limit</p>

	All cash in excess of this limit must be placed in the safe, not hidden in the shop!	will need to exceed £300 per till.
<b>Safes and time delay</b>	It may be advisable in certain shops with a high cash turnover to fit a second hidden safe (floor) or a time delay mechanism or insert. Introducing a time delay mechanism or hidden safe reduces the chance of offenders obtaining large quantities of cash from the main safe.	<p>It is highly recommended that all betting offices be fitted with a safe in an appropriate location</p> <p>Where safes are used they must be closed and locked at all times when not in use.</p> <p>If fitted, inserts must remain locked unless in use</p> <p>All operators should have a clear policy for dispersal of cash and make this clear to staff.</p>
<b>Banking Procedures</b>	Banking should take place as and when required. The following points should be noted. No fixed day or time should be arranged for banking.	<p>Banking must be a random activity not restricted to certain days or times.</p> <p>Staff and management must be trained in relation to banking procedures.</p> <p>Staff uniform must not be visible when banking.</p>
<b>Opening and Closing</b>	<p><b>Opening</b></p> <p>Staff should remain vigilant when unlocking the premises, looking for anyone waiting in the vicinity of the premises. If the member of staff is suspicious of any person they should not unlock the shop but move to a place of safety where they can call police.</p> <p>If it is safe to do so once the door is opened staff should enter quickly locking the door behind them until they are ready to open the premises to the public.</p> <p><b>Closing Time</b></p> <p>Good preparation and teamwork is key. A check must be made of all areas, toilets etc to ensure that no one is concealed within the building. Lock the door with the key don't rely solely on the maglock (where fitted). Now is the only time that the shop's total cash should be fully checked and counted. Lock all cash away in the safe equipment provided.</p> <p>It is advisable that if there are 2 staff</p>	<p>Staff engaged to open premises should be fully trained and briefed and be given the confidence to delay or cancel opening if they are at all suspicious</p> <p>Opening and closing procedures must be introduced and complied with.</p>



members they leave together and maintain vigilance.

If staff are suspicious of any person they should not leave the building, but wait until the person leaves or call police. Do not leave via back doors onto unlit areas and car parks etc.

## LBO Procedures and Good Practice

Location	Advice	Standard
<b>CCTV</b>	CCTV is essential for the identification and conviction of offenders.	All London betting offices should be fitted with internal CCTV (see above)
<b>Training</b>	Training is an essential element for security. Staff need to know what to do before, during and after a robbery. All staff from cleaners to managers and contractors play an essential role in reducing robbery. Appropriate training reduces the risk of injury, reduces the financial loss and improves the possibility of identifying and convicting offenders.	<p>All staff and operational managers and others should receive comprehensive security training to ensure that they are aware of their duties and responsibilities.</p> <p>Training for all staff must be provided in relation to robbery awareness.</p>
<b>Police Liaison</b>	<p>Liaison with local police officers is always advisable, irrespective of where you trade from and the associated risks.</p> <p>The method of policing has recently changed. With the introduction of Safer Neighbourhood Teams (SNT) there is a need for businesses to engage with the police at this local level. The SNT are a valuable resource for addressing local disorder problems, passing information and reassurance of staff and should be encouraged to visit the premises on a regular basis</p>	<p>Establish who is the local SNT and develop that relationship for advice, visits and support and know the contact number for local SNT.</p>
<b>Local Business Watch Initiatives</b>	Local business watches do have advantages in reducing crime. The timely sharing of information, the ability to identify local issues before they become problems and the opportunity to communicate with police, local authority and other organisations make the time invested a worthwhile expenditure.	Operators (especially those without dedicated security departments) should consider affiliation to their local Business Crime Reduction Partnerships or similar initiatives.
<b>Recruitment and retention of staff</b>	<p>It is essential staff are trustworthy and comply with security procedures. Staff have access to cash on site and to security procedures and operations.</p> <p>All staff need to be vetted to the appropriate level.</p>	A robust recruitment and reference checking process should be in place for all potential employees.
<b>Management of Staff</b>	<p>It is important to adopt an assertive management style that has a positive impact on staff ensuring that they follow procedures at all times.</p> <p>Managers who fail to ensure that security policies are complied with are failing to manage.</p>	<p>Managers must ensure that all staff have access to policies and procedures at all times and that they understand and follow those procedures.</p> <p>Where it is evident that security procedures have not been followed it is advisable that staff involved receive</p>

	Disciplinary action should be considered for any breaches of procedure by managers or staff, taking into account all mitigating factors.	appropriate action in line with company policy.
<b>Property Management</b>	<p>Investment in security equipment can be compromised if it is not correctly installed and maintained. Unfortunately many investigations are frustrated because faulty CCTV has not been reported or remedied and robberies have occurred because of faulty installations e.g. incorrectly fitting Maglocks.</p> <p>The shop manager, where possible, should ensure that all security equipment is working correctly and maintained to acceptable standards. Periodic checks should be completed (daily where practical).</p> <p>A detailed log of all work required, date of reporting and date of rectification needs to be maintained by the manager. This log should include, where appropriate, to whom the matter was reported, date and time and outcome of the reported incident.</p>	<p>Security equipment must be correctly installed and regularly maintained</p> <p>A scheduled check of security equipment must be undertaken and a maintenance log maintained.</p> <p>Internal or external service level agreements should be in place with engineers.</p>
<b>Incident Report Log</b>	<p>Many offenders reconnoitre the premises prior to a robbery to identify what security is in place and how staff are likely to react. It is vital that details of suspicious persons and vehicles are recorded, as these events may be key to any investigation.</p> <p>Where schemes are in place it is important that relevant information is passed to the interested parties.</p>	<p>All LBOs should record suspicious incidents in the shops incident log.</p> <p>Each entry must record the date, time and location of the suspicious activity.</p> <p>Details of suspicious persons must include a description including:</p> <ul style="list-style-type: none"> <li>▪ Gender</li> <li>▪ Age</li> <li>▪ Height</li> <li>▪ Race</li> <li>▪ Marks, scars, tattoos, jewellery</li> <li>▪ Clothing</li> <li>▪ Items carried</li> <li>▪ Accent</li> <li>▪ Vehicle make</li> <li>▪ Vehicle colour</li> <li>▪ Registration Mark</li> </ul>
<b>Excellent Customer Service</b>	Staff should be encouraged to welcome customers at the time they enter the shop. This customer focus may deter offenders who are conducting a pre raid reconnaissance	All staff should be encouraged to acknowledge customers as they enter the shop and maintain a customer focussed approach

## Lone Working

There are times when lone working may be appropriate, but the risks of lone working (at various times of the working day) need to be considered. A significant proportion of robberies occur after 1830 in the evening and in shops where the risk of robbery is heightened this factor needs to be taken into account

All operators should have a lone working policy which addresses staff safety

Where an operator allows lone working managers should maintain regular contacts with lone workers.

Where following risk assessment, lone working is considered appropriate and robbery is a heightened risk then operators should consider additional measures such as remote monitoring systems, controlled entry and hold up alarms

## Conclusion

Good security starts with people; cleaners to managers all have a vital role in ensuring the safety and security of your premises. Good clear security policies that all staff understand and comply with are an essential starting point. Implementation of simple security measures including CCTV, Maglocks and time delay systems will only be effective if staff utilise them properly. These standards are intended to be a starting point for a safer and more secure gambling environment.

There is a need to continually review and adapt your security policies to meet emerging threats and risks to your staff, customers and business. The ability of your staff to identify and report suspicious activity is vital as is liaising with the local police and other businesses to identify local problems or trends. Following the standards contained within this document offer no guarantee that a premise will not be robbed; however these standards are designed to reduce the risk.

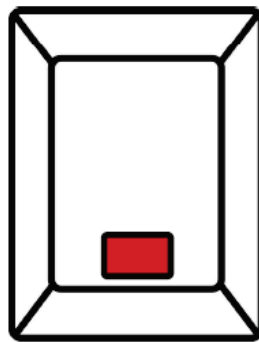
If the ABB can be of any assistance with the implementation of any security initiative please don't hesitate to call on **020 7434 2111**.

# Security Notice

These security systems are in use at this branch for the safety of customers and staff.



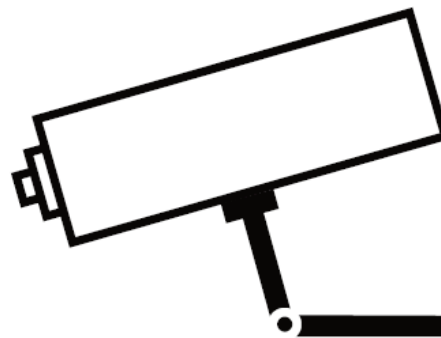
Time delay on tills and locks



Security Alarms



Please remove crash helmets before entering



CCTV

Branch details



## Annex B List of Resources, References & Websites

Organisation		URL Source or Contact
<b>BERR</b>	Employment Relations	<a href="http://www.berr.gov.uk/whatwedo/employment/discrimination/emp-equality-regs-2003">http://www.berr.gov.uk/whatwedo/employment/discrimination/emp-equality-regs-2003</a>
<b>BRC</b>	British Retail Consortium	<a href="http://www.brc.org.uk">http://www.brc.org.uk</a>
<b>Community</b>		+44(0)80 0389 6332
<b>HSE</b>	Work related violence toolkit:	<a href="http://www.hse.gov.uk/violence/index.htm">http://www.hse.gov.uk/violence/index.htm</a>
	Betting Shop example risk assessment:	<a href="http://www.hse.gov.uk/risk/casestudies/pdf/bettingshop.pdf">http://www.hse.gov.uk/risk/casestudies/pdf/bettingshop.pdf</a>
	Training Information	<a href="http://www.hse.gov.uk/business/training.htm">http://www.hse.gov.uk/business/training.htm</a>
	Risk Assessment	<a href="http://www.hse.gov.uk/pubns/indg.163.pdf">http://www.hse.gov.uk/pubns/indg.163.pdf</a>
	Employee Involvement	<a href="http://www.hse.gov.uk/involvement/index.htm">http://www.hse.gov.uk/involvement/index.htm</a>
	Working Alone Safely	<a href="http://www.hse.gov.uk/pubns/indg73.pdf">http://www.hse.gov.uk/pubns/indg73.pdf</a>
	Information and guidelines:	<a href="http://www.hse.gov.uk/pubns/hse31.pdf">http://www.hse.gov.uk/pubns/hse31.pdf</a>
<b>ICM</b>	Institute of Conflict Management	<a href="http://www.conflictmanagement.org/icm/">http://www.conflictmanagement.org/icm/</a>
<b>Occupational health helpline</b>		+44 (0)20 7203 1871
<b>RIDDOR</b>	Reporting	<a href="http://www.riddor.gov.uk">http://www.riddor.gov.uk</a>
<b>TUC</b>	Trade Union Congress	<a href="http://www.tuc.org.uk">http://www.tuc.org.uk</a>
<b>Victim Support</b>		<a href="http://www.victimsupport-gm.co.uk/index.html">http://www.victimsupport-gm.co.uk/index.html</a>

### List of Resources

Tackling violence and abuse at work, an employer's guide, fact sheet 9 (2003) London Chamber of Commerce and industry in conjunction with Corporation of London.

Upson, A. (2004), Violence at Work: Findings from the 2002/2003 British Crime Survey, Home Office

Rogers, K.A.; Chappell, D. (2003), *Preventing and responding to violence at work*.

International Labour office

*Violence at Work, a guide for employers*, (2002), HSE. INDG69 (Revision) 4/02b *Violence at Work*. Facts 24 (2002), European Agency for Safety and Health at Work

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