



Cash 'n' Carry
Cash in Transit -
A Problem Solving Approach

Summary

The British Security Industry Association Transport Section, North West Region has a police liaison committee. The meeting is chaired by an ACPO representative, the North West Region being ACC Operational Support, Merseyside.

In June 2002 the acting ACC Greg Wood attended the meeting and left with a belief that whilst there was a lot of work being carried out there was a clear need to develop priorities to reducing cash in transit robberies. The lack of any prioritising systems and processes was viewed as a problem. The scanning of the problem indicated the meetings lacked clarity of purpose. This was demonstrated in that it was difficult to determine what needed to be achieved. There was no tangible product from the meeting. It was questionable as to the strategic lead the meeting provided and although analysis was referred to, this did not induce any action. No strategic environment was being created to problem solve.

Other influential factors. The meeting structure comprised of commercial competitors. No customer nor user representatives attended. Whilst problems were being identified, there was no evidence of a formal problem solving approach being developed. This issue was further compounded by a lack of partnership development.

The analysis revealed that the Transport Section Committee recognised that they were not maximising their potential to problem solve. In addition, they were aware of the National Intelligence Model, but had not implemented any systems or processes particularly in respect of tasking and co-ordinating. A key component of the analysis was a conference that took place in June 2003. The outcome of this conference was a clear and unambiguous directive from delegates. There was a need for the Transport Section Committee, and the BSIA, to implement a problem solving approach.

The response was to formulate a strategic body, the BSIA Cash Security Liaison Group. This Group has a broad partnership based membership. Established in September 2003, the group has taken on a strategic tasking and co-ordinating role. The direct development from this has been the Transport Section liaison committee adopting a similar tasking and co-ordinating approach. Thus, there is now a clear National and Regional problem solving based structure to the Cash in Transit process.

The assessment indicates that there are a number of National and Regional operations being directed through both meeting structures. This has met with success in the Northwest in the form of reduced Cash in Transit robberies in Merseyside and Greater Manchester. It is now proposed to extend the workings of the Northwest Region committee to the remaining geographical areas within the UK.

MERSEYSIDE POLICE

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ACC McPherson

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Scanning

Prior to June 2002, Merseyside Police along with a other English North West Regional Police Forces were participants with the British Security Industry Association, (BSIA) in a meeting structure described as the North West Transport Section Region Police liaison committee'. This meeting was part of the BSIA, Transport Section organisation and was chaired by representation from Association of Chief Police Officers, (ACPO) Assistant Chief Constable, Operational Support, Merseyside. In addition, a number of representatives from companies operating in the 'Cash in Transit' branch of the security industry attended.

The agenda for the meetings was composed of reports by the Transport Section Co-ordinator, the Transport Section Analyst, member company and police reports. These reports consisted primarily of an up date as to the current status of 'attacks' and 'robbery' on cash in transit crews and cash handling premises. Delegates were both participants in and recipients of 'up dates'.

Following his initial chair of the June 2002 meeting, Acting/Assistant Chief Constable Operations, Greg Wood conveyed observations to the Merseyside Police, Area Support and Co-ordination Unit that his impression of the meeting structure was one of "*.....a lot of work being carried out but it was clear that there was a need to develop priorities for reducing Cash in Transit robberies.*" It was evident that existing structures were lacking in a clarity of purpose in relation to:

- *What they were trying to achieve?*
- *What was the product of the meeting?*
- *Were they providing a strategic lead?*
- *Did analysis lead to actions?*

Another significant factor was that whilst the member companies attended the meeting in a spirit of co-operation, they were nevertheless, commercial competitors. Developments such as tamper proof cash boxes and vehicle protection devices were seen as a marketing advantage rather than a 'crime reduction' development to be shared. It was difficult to determine, apart from an information sharing aspect, what the aims, objectives and desired outcomes of the liaison BSIA, Transport Section Committee were. Whilst having that title, to what extent 'liaison' meant was difficult to determine. The notion of partnership, in the sense of a dynamic, proactive and vibrant organisation with clear objectives, could not be a descriptive applied at that time to the 'committee'. In addition, there was little sense of the collateral impact that cash in transit robberies could induce; e.g. impact upon the National Health Service. Post robbery, the prospect of security industry personnel requiring medical services, both physical and in a counselling capacity was not being fully considered. That is not to say that the industry is uncaring about its' personnel. It does however provide an exemplar of the somewhat insular approach taken by organisations. This is reflected by the BSIA, Transport Section committee in not fully exploring the impact and potential solutions to problems that may exist in partnership. Apart from the security industry themselves, liaison and dialogue with their customers, i.e. supermarkets, building societies and banks, was on a business rather than a partnership and problem solving footing.

When these observations were shared with the BSIA Transport Section Committee, there was a unanimous agreement by the participants that to progress these issues would require a conference based on problem solving methodology to embrace the industry, customers and service providers into a 'problem solving partnership'.

Analysis

It was clear from the BSIA Transport Section Committee response that they were seeking a potential solution to the problem and welcomed the opportunity of increasing dialogue with partners to progress the notion of problem solving. In addition, it was suggested that consideration might be given to emulating National Intelligence Model systems and processes, particularly the idea of tasking and co-ordinating at a strategic and tactical level.

The minutes of the meeting structure, (see appendix 1) were broken down into their respective components. There were clear indications that the BSIA Transport Section Committee comprised of a wide range of the security industry companies and police representation. All participants were invited to provide up dates on their respective perspectives. Post up date, it then remained unclear as to the

purpose of delivery of the 'up date' as it did not form the basis of any task generation or ownership and or accountability; this was clear to the meeting participants.

Additional information from the BSIA related to 'The Money Cycle'. This demonstrated a number of potential partners available, should a problem solving approach be adopted. Inclusive of banks, building society, Post Offices, ATM networks, retail and commercial customers. The 'cycle' is:

- The Bank of England issues new bank notes to primary cash centres
- Carried by the CIT industry on secure vehicles
- Primary cash centres provide money to customers on delivery and collection vehicles
- CIT carriers also collect money, cheques and vouchers for return to the primary cash centres
- The money is processed, sorted and packaged for re-issue
- The 'cycle' starts again

Crime Threats to the process:

Attacks occur immediately outside the customer's premises, actually inside the customer's premises or at the point of hand over.

To progress analysis, in December 2002 a problem solving awareness/training day was held with key BSIA Transport Section members. It was determined that the proposed conference would be viewed as a platform to engage service providers, customers and the security industry.

The next challenge was the format of such a conference. To determine the structure of the conference key members of the BSIA, Transport Section Committee were consulted to identify appropriate delegates. It transpired that there was a wider interest in the notion of a problem solving partnership approach. The Transport Section of the BSIA had informed the BSIA organisation of the developments. The BSIA then went on to identify a number of organisations that would potentially benefit the development of partnership and problem solving; they were:

Building Society Association

BSIA

British Retail Corporation

PSDB

Forensic Service Providers

Association of British Insurers

Architectural Liaison Officers

Translink

Smoke box manufacturers

Smart water

Key customers such as decision makers/key influences for supermarkets etc

The structure of the conference was formulated to maximise the opportunity in relation to analysis. Appropriate publicity was generated, (see appendix 2). The conference programme comprised of presentations at a *strategic, academic* and *practitioner's* viewpoint in respect of problem solving. This would then be followed by workshops facilitated under a collaborative approach by the BSIA and Merseyside Police. The conference took place on the 12th June 2003.

Strategic input was directed through A/ACC Wood and Chairman of the BSIA, Transport Section Mr Jeff Anderson

Academic input was directed through Chief Superintendent Mike Barton and Professor Ken Pease

Practitioners experience of problem solving in partnership, Constable Keith Rice

The presentations set the scene as to the notion of problem solving. The main analytical process took place during the afternoon workshop sessions. Delegates were tasked to consider what had been offered during the morning presentation sessions and then apply those ideas to develop the workings of the BSIA.

Clearly there were identity issues around the functions of the BSIA, Transport Section and the BSIA as a whole.

Was it :

- A Strategic decision making body?
 - A think tank for solutions to problems?
 - A body to take ownership of Problem Solving?
 - A body to introduce initiatives to the Industry?
- The structure of the Association suggested that it may be potentially an appropriate body to do some/all of these things.
 - Good work had already been done but systems and processes did not lend themselves to being shared, partially due to the fact that it was unclear as to whom it should be shared with.
 - A number of factors structured around the Problem Analysis Triangle, (PAT) highlighted that information, intelligence and the partnership approach were the exception rather than the rule.
 - How does the BSIA prioritise? This prompted, from all the workshops, a summary describing a lack of clarity thus making it difficult to visualise any Aims or Objectives.

Was the BSIA able to make a Strategic Assessment of the Industry? This notion was subject to considerable debate in all workshops. One of the overriding difficulties to emerge was competing priorities between the Security and Banking Industries. Criticism, by delegates, was levelled at the respective Associations for a substantial lack of communication in any structured format. Like many of these issues, there are pockets of good work, but it must be laboured they were in isolation. There were a number of informal communication and relationships that had been established within the Industries but, again, there was no structured system or process that accredited any of these practices. At that juncture, whilst there are many practical and tactical options to be delivered, it was recognised that fundamental to any Organisation or Association effort should be directed towards a clear Aim. Thus, there was an air of disjointed working, very apparent and expressed forcefully by delegates. This was understandable in light of a lack of clarity as to what the Association is trying to achieve.

The outcomes of the workshops, were then subject to analysis, by Merseyside Police, Area Support and Co ordination Unit, Problem Solving Team, and a report to the BSIA, Transport Section was produced, (see appendix 3).

Response

The BSIA, in direct response to the outcome of the conference, in September 2003, formed at a National level the 'Cash Security Liaison Group', (CSLG). This involves participation, at a strategic level and includes the BSIA, Metropolitan Police 'Flying Squad', Merseyside Police, Greater Manchester, West Yorkshire Police, West Midlands, the Bank of England, Post Office and NCIS. The purpose of the CSLG is

- Creating a forum for the sharing of inter-industry/police information of security issues/concerns, changes to industry procedures/policies and police activity that may affect other members of CSLG in a non-commercial environment;
- Sharing information with a view to promoting meaningful crime prevention activity;
- Dissemination to the industry and police of advice on crime prevention, good practice security measures and procedures;
- Creating a sanitised national database of all commercial robbery statistics (banks, building societies, cash in transit and post office) used to identify trends and geographical crime patterns within the industry available to CSLG members;
- Highlighting the existence of CSLG with both UK industry sectors and police forces to receive feedback for future work the group may undertake.

Membership of CSLG will be open to trade associations representing cash and retail users/handlers, the Post Office and the police, who have a specific interest in improving communications and co-operation between interested parties in relation to crime against the industry members.

The structure and membership of the CSLG can be seen in meeting notes, (see appendix 4).

The CSLG is adopting a partnership based, problem solving, tasking and co-ordinating capacity. The following extract is from a BSIA Cash in Transit document.

The BSIA Transport Section organise police liaison meetings for each region of the country, which are chaired by a senior police Officer. These meeting are becoming more pro-active and follow the National Intelligence Model in their problem-solving approach. There was a significant seminar held in the North West, developed from the regional group, which saw, for the first time, a high profile gathering of police, service users and the CIT companies, discussing common problems and possible solutions. We anticipate that this theme will be developed elsewhere. With the help of the Metropolitan Police Flying Squad a new meeting has evolved in 2003, the Cash Security Liaison Meeting. This is attended by the police (Merseyside, West Mids, GMP, Met and West Yorks), BSIA, BBA, BSA, APACS, the Post Office, Bank of England and BRC. It meets quarterly and is a useful forum for resolving security issues quickly and effectively. Chaired by Detective Chief Superintendent Sharon Kerr of Met Flying Squad.

Dick Hanks

National Co-ordinator

BSIA

March 2004

The following have been directed through the BSIA Transport Section Liaison meeting and the CSLG.

Operation Guardian (Merseyside)

This is an operation involving Business Crime Direct, the Post Office, Securicor, Securitas and Merseyside police.

Merseyside police have given an undertaking to work closely with the organisations, sharing information intelligence and to give overt police cover when the situation demands.

There are defined lines of communication between each of the partners, who meet regularly to discuss tactical issues.

AMPR is now to be used by Merseyside in the fight against CIT Robberies. The Companies vehicle registration number will input into onto the database, which will inform the police when a CIT vehicle enters a high crime area. This will let police control know when and where we are vulnerable and be able to react accordingly. This would be particularly beneficial if a suspect vehicle was seen to be in the same area as a CIT vehicle.

Operation Liaison (GMP)

This was set up in November by GMP and is again a partnership between the police and BSIA Transport Section.

It involves the armed response teams covering the CIT vehicles at vulnerable areas. The police are this year supplying the CIT crew with Generation One talk group radios.

The radios have been developed by BT and used by the Armed Response Vehicles and are encrypted. This will enable the crews to talk direct with the police units.

Operation Hawk-Eye (GMP)

This is a partnership between The BSIA Transport Section, Greater Manchester police and a private surveillance company, Professional Witnesses. The operation was implemented in October 2002 resulting from analytical research into CIT robberies by the industry. This established an alarming rise in this type of robbery in GMP since 1996, which seemed to focus on the Salford Division.

A control room was set up in the offices of the surveillance company and they monitored all CIT deliveries in this area through a vehicle tracking system, Datatrak.

They employed three surveillance vehicles, which followed deliveries in the most vulnerable areas and used CCTV cameras to record suspicious incidents, persons, and vehicles.

The information was then passed to Greater Manchester police force Intelligence. They used the 5x5 intelligence log, which is disseminated via e-mail and contains both still and video images.

The results of the operation are impressive and have succeeded in reducing CIT robberies by almost 70% in the first year. There is also evidence that the intelligence has resulted in a number of arrests for other offences.

Operation Safer Cash (West Midlands)

There was a high profile launch of this operation in the West Midlands in September. Press, TV and radio gave good coverage. It involves armed police overtly and covertly covering CIT deliveries.

As a result of the success of Hawk-Eye we are now in the process of extending Safer Cash. It will be a partnership with all Midlands police forces, the BSIA Transport Section, and Professional Witnesses. As with Hawk-Eye the control room will be housed within offices of Professional Witnesses. There will be a dedicated direct telephone line in the office, which will give CIT crews in the Midlands the facility to call in suspicious incidents. The information will be forwarded to the police by the control room, which is manned by CIT company staff. For matters of urgency the crew will still call the police on the 999 system. Company control rooms will still be kept informed of any incidents. Some companies employ their own surveillance vehicles in the Midlands area and these vehicles will have the facility of using the control room to disseminate information and to forward any CCTV for editing and forwarding to the relevant police force.

BSIA Database

The database went live on 1st January 2004 and is working well. We are inputting data from the BSIA office. It is available to the BSIA Transport Section members and, on application to BSIA, to police forces. It contains all the information you would expect including, time date, place, company, customer, stolen property, description of offenders, vehicles used, officer in the case and contact number, police force and division and much more. I believe it will be a useful tool for both BSIA Transport Members, the police and law enforcement agencies.

A database has also been developed in Co-operation with CIT, Banks Building Societies and Post Office. This will give details of all commercial cash robberies in the country and is also available to the Police on application to Alan Townsend at the Flying Squad.

Regional BSIA/Police Liaison Meetings

The regions are divided into Scotland, Northern Ireland, North East, North West, Midlands, South West and South East. The meetings take place bi-annually. Each are chaired by a senior police officer and attended by security staff from the industry and operational police officers from the constituent forces of the region. The meetings are changing in function from a networking type of meeting to becoming more pro-active and problem-solving in their approach.

Information provided by the BSIA - March 2004

Assessment

The Merseyside Police, Area Support and Co-ordination, Problem Solving Team recognised that a problem solving approach had to be taken to enable the BSIA to develop a problem solving methodology to enhance and progress their meeting structures. It is clearly evident from the conference outcomes that the BSIA has reviewed those structures and adopted a problem solving approach with a view to developing the National Intelligence Model as a platform for delivery of enhanced systems and processes.

This notion can also be demonstrated by the profile of the BSIA Transport Section, North West Region. The following extract is from the meeting of the 17th March 2004.

BSIA Database.

Dick Hanks said that the BSIA attack database has been "live" since 1st January 2004 and details of attacks input by the BSIA. It is now available on request to all police forces and asked delegates to contact him for log in name and passwords,

He also spoke about the new database held by the British Bankers Association, which includes all commercial cash robberies involving CIT, Banks, Building Societies and Post Offices.

It will commence from 1st April 2004 and access can be obtained through Alan Townsend – Crime Prevention Officer at The Metropolitan Police Flying Squad

Reports from BSIA Analyst

Pat Kelly gave his report, which was circulated. He said that the majority of Merseyside attacks took place in Liverpool North. Operation Guardian, which was launched in November and had an immediate impact. The operation involved Merseyside patrols following CIT crews both overtly and covertly on an ad hoc basis in the areas most vulnerable to attack. The operation is due to last until 4th April 2004.

GMP and Merseyside launched operation Liaison in November 03. This again involved Patrols covering vulnerable CIT services. During the operation CIT crews were supplied with radios and had direct contact with Police Patrols.

He said that Cheshire attacks had doubled in 2003 from 2002 this may be being displaced from Merseyside and GMP as a result of their operations. Lancashire has also seen an increase in attacks probably for the same reason.

There have also been discussions with Merseyside about putting CIT vehicle registration numbers on Automatic Number Plate Recognition (AMPR) Cameras in the high crime areas. This would indicate to patrols when a CIT vehicle was in the area and may be able to give it some attention. Similarly if a suspect vehicle was in the same area this too would indicate to patrols and the necessary action can be taken. Pat said he would report the results at the next meeting.

Action Pat Kelly

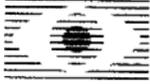
The link between National strategy and Regional strategy is demonstrated in that both meeting structures have adopted a problem solving tasking and co-ordinating facet and with the advent of the BSIA database this has enhanced the industry's analytical capacity to identify problems.

The problem solving exercise, as undertaken by Merseyside Police, Area Support and Co-ordination Unit, has now been completed. However, Merseyside Police continue to be participants in both the National and Regional strategic liaison groups. Recent dialogue between the BSIA and Merseyside Police, ASCU, would suggest that the organisational structure problem solving methodology will be deployed in other BSIA regions in the near future to build on the success of the '*significant North West seminar*'.

Appendices

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| Appendix 1 | Minutes - BSIA, Transport Section North West Region Police Liaison Committee Meeting – 26/06/02 |
| Appendix 2 | Conference Publicity |
| Appendix 3 | Report – Conference Outcomes |
| Appendix 4 | Minutes of Cash Security Liaison Group – 29/01/04 |

Appendix 1

 **BSIA**
THE BRITISH SECURITY
INDUSTRY ASSOCIATION
MINUTES

Transport
Section

Of the
NORTHWEST REGION POLICE LIAISON COMMITTEE

Wednesday 26th June 2002

Hough End Centre G.M.P,
Mauldeth Road West,
Chorlton cum Hardy, Manchester

Host: Securicor Cash Services Ltd.

Those present

<u>NAME:</u> <u>No.</u>	<u>COMPANY/FORCE:</u>	<u>TEL.No.</u>	<u>FAX</u>
Greg Wood	A/ACC(Ops) Support Merseyside	0151 777 8002	0151 777 8033
Peter Goodall	BSIA National Co-ordinator	020 8508 7310	020 8281 1760
Pat Kelly	BSIA Data Analyst	0161-832-9133	0161-832-6731
Stephen Clements	Head of Security (Ops) Post Office CH & D	07711 004740	
Victoria Smith	Security Manager Post Office CH & D	07885 459975	0161-929-4543
David Baker	Securicor Cash Services Ltd		
James Weeden	Securicor Cash Services Ltd		
Ian Hallam	Security Inspectors, Securitas (UK) Ltd		
Dick Campbell	Security Inspectors, Securitas (UK) Ltd		
David Law	Security Manager Brinks (UK) Ltd.		
Cormac O'Shea	Security Manager Yorkshire Co-op Ltd		
Martin Kane	Det.Inspector Lancashire Police	01772-618202	01772-618712
David Brown	Det.Superintendent GM Police MCU		
Joe Hennigen	Det.Inspector GM Police MCU		
Phil Charlton	Det.Chief Inspector, Cheshire Police	01244 613280	01244 613288
John Birtles	Strategic Intelligence NCIS (NW)	0161 848 5000	0161 877 6758

Item 1. Open the Meeting

1.1 Michael Langdon,A/ ACC (Ops) Support, Merseyside Police having moved on, Greg Wood A/ACC (Ops) Support, Merseyside offered to replace him as Chairman. As there were many delegates he did not recognise he asked them all to identify themselves, their organisation and area of responsibility

Item 2. Apologies for absence

John Crowe	Security Manager Security Plus Ltd.	01889-568268	01889-568261
Andrew Naismith	Yorkshire Co-operatives Ltd		
David Waters	Lancashire Police	01772 412202	
Frank Ball	Det.Superintendent Cheshire Police	01244-613228	01244-613288
Derek Gee	Chairman Security Plus Ltd.	01889-568268	01889-568261
Norman Collinson	Regional Security Securitas (UK) Ltd.	01204-700884	01204-700833
Tony Burn	External Security Manager Securicor	01322 272321	
Robert Hill	Yorkshire Co-operatives Ltd.	01274 729500	01274-307269
Nick Trowler	Security Manager Post Office CH & D	07715 480610	

Item 3. Minutes.

3.1 The Minutes of the last meeting on 21st March 2002 had been circulated to all members. For those who had not been present spare copies were available. They were read and confirmed by

the delegates present following a proposition by Stephen Clements and Pat Kelly. The Minutes were signed by the Chairman.

Item 4. Matters arising

- 4.1 There were no matters arising

Item 5. Co-ordinators Report.

- 5.1 Peter Goodall presented his report, which he circulated to the attending delegates. 2002 was continuing in the same vein as 2001 a rising series of attacks resulting in the highest number of half yearly attacks ever recorded. The trend line inserted on the monthly attack chart showed that the end of year figure was likely to be in excess of 850 attacks having regard to seasonal variations. He gave brief details of the up to date Company and regional liability. Major attacks were rising rapidly and were already exceeding 2001. ATM attacks were showing a heavy increase. The project to collate all ATM attacks sponsored by APACS and supported by the BSIA, BBA, ATM Security Working Group (comprising the independent service providers and the Police) was working well. The most serious problem areas are London, Manchester, Liverpool and Belfast. The West Midlands had shown a most welcome reduction in attacks that dated from the dedicated Operation Guardian at Christmas, which had been continued by the West Midlands Police who had formed a team of detectives to undertake the investigation of cash in transit robbery. The number of attacks on cash in transit depots had fallen. The Chairman thanked the coordinator for a comprehensive and detailed report.

Item 6. The Analysts report

- 6.1 Pat Kelly reported on the rising number of attacks in the region and their distribution. He dealt with the various series of attacks that had been identified and identified the number of robberies that had been committed by a younger group of criminals who were using machetes and wrenches. There was a rising number of duress attacks involving gratuitous violence. Greater Manchester Police (78) and Merseyside (34) were suffering badly in the present surge of attacks. He had sorted attacks by geographical area and day of week but no firm pattern had emerged. Co-operation between the Police and industry was at a very high level and in the last few weeks the pattern had slowed down. He covered attacks on the Comus Street coin store.

Item 7 Reports from Company delegates

- 7.1 **David Law (Brinks Ltd)** reported on the one attacks against his company an ATM attack in Salford by robbers using a Samurai type sword. There had been no loss but the crew had been injured.
- 7.2 **Victoria Smith (Post Office)** This was the worst year ever. Seasonal variation had changed. There had been big expectations but poor improvements. Overt surveillance had been moved from Manchester to Merseyside. **Steve Clements** reported that the National picture of attack increase covered London, Northern Ireland and the Northwest and compared them. He briefed the meeting on the progress of Operation Hawkeye.
- 7.3 **David Baker (Securicor)** said that without covering data already presented Securicor had the highest number of attacks they had ever recorded. He gave a short debrief on their attacks. He congratulated the GMP on the arrests for cash in transit robbery. And thanked the Chairman for the efforts of the Merseyside Police for the arrest of four major robbers where there had been eighteen attacks in the last three months. These had all been concentrated in one area. The Chairman mentioned that two major suspects for the cash in transit robbery had been murdered and the suspects for the murder were two other major suspects for robbery linked to the dead ones. The Chairman also covered the number of ATM attacks and the apparent anomaly of replenishing machines that did not need it. David Baker said that replenishment was determined by the customer not the carrier.
- 7.4 **Ian Hallam and Dick Campbell (Securitas)** covered the Securitas attacks. They had suffered six attacks in the Merseyside hotspot mentioned by Securicor. They too had mentioned their surveillance coverage to Liverpool whereas Manchester had been fairly quiet. Ian Hallam supported the contention that the replenishment of ATM's was by contract not necessity. Securitas had lost the contract for the Co-operative ATM's that was being taken over by Yorkshire Bank. Dick Campbell covered the contract for cash in transit and the transport of medals at the Commonwealth Games due to start in 29 days that had been taken by Securitas. There was some problem with the signing of contracts and time was running short. Extra vetting

was being undertaken on those crews who would be working on that contract and there was a very close liaison with the GMP.

- 7.5 **Cormac O'Shea (Yorkshire Co-operatives Ltd)**. Reported on a low level of attacks compared with the other companies. They were taking on a new type of Spinnaker smoke boxes and Mercedes Sprinter vans. His company was taking over the ATM service referred to by Securitas

Item 8. Police delegates reports.

- 8.1 **Joe Hennigen (GMP)** reported that there had been a dramatic reduction in attacks since the last meeting as a result of the arrest of a team of robbers. Suspects for the "Samurai" sword incidents had been arrested as a result of Company surveillance. He congratulated the CIT Company's efforts on surveillance and liaison. He addressed the issue of Police feedback to victims (Company's). They were trying to get it right and outlined how "complainants" who were the guards attacked and therefore the victims were the ones who would automatically be informed of progress. He outlined the progress on the special arrangements for security at the Commonwealth Games. The GMP was currently running two special operations on CIT suspects. He was strongly supportive of the smoke boxes and the results from them. He queried the progress on obtaining a unique identifier for each box. The Co-ordinator said that this was still far away. Stephen Clements addressed the meeting on this subject and gave a briefing on what had been achieved so far. The prospect of obtaining a positive result was not on the horizon. There was a discussion on the cost of this development and the possibility of using a different colour smoke for each Company. There was a complete liaison between the Company's on this issue.
- 8.2 **Phil Charlton (Cheshire)** said that the Cheshire Robbery Squad were trying to concentrate on professional teams but had to balance the requirements with divisional needs. They had a huge drain on their resources with the forthcoming trials of the Post Office robbers. He was strongly supportive of Joe Hennigen's plea for progress in the forensic field. This was evidence that could not be challenged
- 8.3 **Martin Kane (Lancashire)** reported a quiet period since the last meeting.
- 8.4 **Greg Wood (Merseyside)**. The Chairman said that in the absence of a delegate from Merseyside he would cover the report. In the first five months there had been a 150% increase. They were subject to the Government initiative on street crime. Most robberies were street orientated but cash in transit crime was a serious problem. The vast majority of cash in transit robbery was in two neighbourhoods. Lots of resources had to be put into the North Liverpool area. Organised attacks appeared to have reduced after a team of professional robbers had been arrested. Merseyside had gone over to the Neighbourhood Policing system and did not have a dedicated investigation team. There was a problem in identifying the release of professional robbers from prison. He covered the arrest of a number of cash in transit robbers who had been washing stolen dyed notes. A professional robber headed the street team up. Operation Conigsby was looking at select teams.

Item 9. Any other business.

- 9.1 The Chairman said that he was impressed by the Committee and asked how issues of regional problems raised at this Committee were transmitted to responsible authorities. This was discussed and the Coordinator explained the connection with the Transport Section Committee. The Annual Report of the Industry was circulated to all Chief Constables, NCIS, NCS, the Home Office and linked organisations. The fact that the Government had no Key Performance Indicators on Cash in Transit robbery was discussed. Stephen Clements spoke on how papers had been submitted to the Home Office and that the Industry had got it's act together but there were serious communication problems with the banks. Cormac O'Shea said that ultimately the banks and multiples had great power to alter things. The Coordinator spoke on the result of the Henser – Leather vs Securicor trial and the tragic fire in London as a result of the accidental activation of a smoke box.
- 9.2 The Chairman asked whether it would be worth organising a conference in the region later in the year between Police, the industry, banks and the customer base on what worked and how it should be taken forward. He suggested that his Force who had great experience in organising this sort of event would be able to assist. This suggestion received active support from Stephen Clements and Joe Hennigen.
- 9.3 It was suggested that the conference should include input from the BSIA Companies, the Police, Major Customers (Banks, Retailers etc), Smoke box manufacturers. The Chairman suggested that a sub Committee consisting of himself, the Coordinator, Stephen Clements (to look at ways

of obtaining financial support), Pat Kelly, and David Brown should arrange a meeting to discuss how this can be taken forward. There should be an agenda item on the progress at the next meeting on **Wednesday 16th October 2002** at the Hough End Centre. The Chairman thanked the delegates for a useful meeting and the Co-ordinator for his organisation. There being no further business the Committee was closed at 12.50pm

Peter Goodall

Peter Goodall

National Co-ordinator

B.S.I.A (Cash in Transit Section)

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Confirmed.

Chairman

Date

Appendix 2

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BSIA

Post Conference Outcome

Scanning

The current BSIA Transport Section quarterly meeting structure has been found to be lacking in direction and purpose. In particular, it is unclear how priorities are assessed and what the aims of the structure are. Information is exchanged, without any clear purpose. It is problematic to the casual observer as to what is being attempted in respect of Strategic and Tactical delivery from this current format.

It has been clear that membership has been seeking to increase the dynamics of the process. To that end, the notion of a Problem Solving Conference came to the fore and has now taken place.

Analysis

A central tenet for the Conference was to firstly look at the idea of Problem Solving in a number of different stages.

Strategic

Outcomes of the presentations by Senior Police Officer and the Chair of a major Security Company were to set out a clear Strategic direction that they believed would enable the BSIA to formulate an appropriate structure to embrace problem orientation for the Association. An Academic input then suggested that problem ownership was a far broader concept than delegates perhaps imagined. Presentation from a Police Leader highlighted the futility of working in isolation and that the ultimate goal of sustainable solutions could only be achieved through structure, systems and processes.

Practitioners View

Delegates were presented with a Problem that had clearly achievable aims. In this example, the Police could provide some degree of enforcement, but the response to the Problem was more complex in that the main financial brunt of the outcome lay with the local Health Authority.

Delegates

Were tasked to consider what had been offered during the morning sessions and then apply these ideas to the workings of the BSIA.

Clearly there was an identity issue around the workings of the BSIA -

Is it –

- A Strategic decision making body?
- A think tank for solutions to problems?
- A body to take ownership of Problem Solving?
- A body to introduce initiatives to the Industry?

The current structure of the Association suggests that it may be potentially an appropriate body to do some/all of these things.

Good work has already been done but systems and processes do not lend themselves to being shared, partially due to the fact that it is unclear as to whom it should be shared with.

A number of factors structured around the Problem Analysis Triangle, (PAT) highlighted that information, intelligence and the partnership approach are the exception rather than the rule.

How does the BSIA prioritise? This prompted from all the workshops a lack of clarity relating to that subject thus making it difficult to quantify any Aims or Objectives.

Is the BSIA able to make a Strategic Assessment of the Industry? This notion was subject to considerable debate in all workshops. One of the overriding difficulties to emerge is competing priorities between the Security and Banking Industries. Criticism was levelled at the respective Associations for a substantial lack of communication in any structured format. Like many of these issues, there are pockets of good work, but it must be laboured they are in isolation. There are a number of informal communication and relationships that have been established within the Industries but, again, there is not a structured, system or process that accredits any of these practices.

At this juncture, whilst there are many practical and tactical options to be delivered, it is fundamental to any Organisation or Association that effort is direct towards a clear Aim thus there was an air of disjointed working, very apparent and expressed by delegates. This is understandable in light of lack of clarity as to what the Association is trying to achieve.

Response

Recommendations -

- The BSIA has to examine what is available at a Strategic level to determine decision making / Problem solving processes to exist.
- The Business Excellence model should be considered in that there is a clear structure demonstrated in the identity of the Associations' business systems and process. In addition, there are clearly defined activities that come under the umbrella of 'enablers' for the Association to consider a Strategic decision making process.
- The Association should consider the appointment of a Consultant to take them through the application of a Strategic model.
- The Association should also consider the appointment of a Strategic Business Analyst.
- The Association should consider setting as an Industry standard implementation or emulation of the National Intelligence Model, (NIM).
- The Association should consider its' position in respect of its' lobbying and relationship with the current Government. There is a broad schism between the current and desired structures to enable this to be a reality. One of the benefits, in respect of consulting professional bodies, is to build up a broad knowledge of a number of Government agencies that may assist.

It is acknowledge that the afore mentioned recommendations are Strategic in their nature, however a trend emerging from all the workshops was the desire of the Industry to have a clear mandate as to how and where their energies were to be directed. It is likely that additional response may well be a practical application of Problem Solving integrated with the NIM to deliver appropriate tactical assessment.

There is no doubt that this is likely to trigger more development, particular analytical as and when the Association clarifies its' desire to have a 'Strategic Arm'. This 'Arm' will then be able to task other members to activities that will lead to a Strategic Aim being realised.

*Area Support and Co-ordination Unit
Merseyside Police
16/06/03*

CASH SECURITY LIAISON GROUP

**NOTES OF MEETING
THURSDAY 29th JANUARY 2004
NEW SCOTLAND YARD**

Actions underlined>

1. Present

Alan Townsend, Flying Squad
Dick Hanks, BSIA
Derek Gee, BSIA
John Lodge, APACS
Len Clay, Post Office
George Shoosmith, WYP

Fiona McPhail, BSA
Jim Hallett, BSA
David Lennox, BBA
Paul Marley, Merseyside Police
David Cotton, WMP

2. New Representatives

2.1 Before starting the meeting Alan Townsend informed the group that Tim White had received well-deserved promotion and had been transferred to the Anti Terrorist Branch as Detective Chief Superintendent. Tim had asked AT to send his best wishes to the members and thanked them for their participation and positive attitude.

AT said that if acceptable to the group, future meetings would be chaired by DCS Sharon Kerr or Det. Supt. Mick Allen.

AT assumed the chair and welcomed the new representatives, they were:

Fiona McPhail, BBA
David Cotton, WMP

2.2 The attendees introduced themselves.

3. Apologies for absence

Mike Schuck, BRC
Mark Stokes, WMP
Mark Webster, GMP
Martin Lewis, APACS
Peter Kaye, BoE
Tim White, MPS
Graeme Willgoss, BBA
Janine Randolph, BBA

4. Minutes of the last meeting

4.1 AT reviewed the minutes of the last meeting and these were agreed as a correct record.

5. Matters arising (not included in the agenda)

5.1 None.

6. National database of all commercial robbery statistics

6.1 David Lennox reported that he and John Lodge had discussed which of their organisations would host the database and announced that the BBA would do so.

6.2 DL explained how the database operated and circulated a graphics paper showing three pages of the front-end of the database. The database is Excel driven and once the fields have been finally agreed will simply require the participants to submit their data on a spreadsheet. DL to provide soft copies of the graphics paper for circulation.

6.3 Discussion followed and the following decisions were made:

6.3.1 The following fields would be included, as previously decided, with the addition of the value of the robbery:

- Date
- Time
- Place - first part of the postcode
- Type of robbery with subgroups below each category – CIT, Bank, Building Society, Post Office, Retail (subgroups to include types of robbery relating to particular group i.e. CIT – Vehicle, Across the Pavement, Banking Hall, etc.)
- Attempt/Full offence
- Value
- Brief MO where available
- Number/Description of offenders where available
- Suspect vehicle(s) where available
- Force where known
- Crime reference number where available

Sectors to submit list of subgroups pertaining to their industry under “Type of Robbery” heading.

6.3.2 DL to provide example spreadsheet to sectors following their submission of subgroups.

6.3.3 Sectors would submit backdated data from 1st January 2000 for input onto the database.

6.3.4 Sectors would submit monthly data once the database was up and running.

6.3.5 The aim is to have the database will be up and running by end of March.

6.3.6 Following this a three month trial period will take place before going public.

6.3.7 Access to the database will be restricted to organisations allied to the industry members of the group and the Police. Allied organisations seeking access to the database will be sponsored by one of the industry representative of the group. Organisations outside of these categories will be dealt with on a case-by-case basis, through AT and in consultation with industry members.

6.3.8 AT to circulate members to obtain full contact details for BBA administration.

7. Industry Issues

7.1 BSIA action re. custodians walking distances to premises – Derek Gee said this issues was a recurring problem and that the industry dealt with it on a case-by-case basis. He did not feel the group could take the matter any further other than monitoring the situation.

AT said that the MPS Flying Squad would be happy to support the industry in cases where significant risk was assessed, the other forces present agreed.

7.2 Update from BBA, BSA & BSIA re. banking hall robberies – DG said the committee that was set up to look at this issue had not met for a very long time and he was not sure of any outcomes; he said he thought it might be an appropriate time for the BBA and BSIA to look at this issue afresh.

JL referred to the APACS Cash Carriers Group, which was made up of senior industry representatives, and wondered if this would be right forum.

It was agreed that the BBA and BSIA would discuss what would be the appropriate make up of the group to discuss this issue and that perhaps APACS might consider hosting / arbitrating; to report back at the next meeting.

7.3 Safer Cash Initiative – Dick Hanks outlined the initiative, which was to be implemented in the West Midlands Police area. Originally, this was to be a locally run initiative, but some of the CIT carriers had requested that Professional Witness (the company that operates Operation Hawkeye) become involved to adapt Safer Cash; this had caused a delay in implementation.

8. Police Issues

8.1 West Midlands Police – nothing further to report.

8.2 Merseyside Police – Op. Guardian (see attached documents).

8.3 West Yorkshire Police – Op. Plumb intelligence led Christmas initiative in co-operation with industry, there was one CIT robbery during the period.

8.4 Met. Police – no specific operations running pre-Christmas. There were 73 commercial robberies in December 2003 compared to 93 in 2002.

8.5 DH reported on a number of other operations around the country and agreed to monitor and report back to the group with any significant results.

9. Any other business

10.1 DH reported on Durant v Financial Services Authority, Court of Appeal, 8th December 2003, a landmark decision was made with regard to what is personal data (see attached document).

Jim Hallett noted that there had been an increase in the number of ATM attacks in the West Yorkshire Police area; George Shoemith agreed that regrettably this was the case. GS said that following initial arrests resulting from Op. Bandsaw, these criminals had been replaced and that other priorities had overtaken this particular operation. Op. Bandsaw 2 was about to be launched and he hoped this would see a significant decrease in the number of ATM attacks.

During the original operation seven had been arrested, with five pleading guilty and receiving between 6 and 7.5 years imprisonment and the end of 2003.

10. Dates of next meeting

AT said that Raid-control meetings had been arranged on the following dates and suggested the CSLG meetings take place in the afternoon of the dates:

Merseyside Police – Tilley Award Entry 2004 – ‘Cash ‘n’ Carry’

Monday, 15th March, 2.00 p.m., at a West Midlands Police venue (to coincide with the Retailing Convenience Show) – David Cotton or Mark Stokes to confirm.

Thursday, 20th May, 2.00 p.m., at Tintagel House, Albert Embankment, Vauxhall

Thursday, 22nd July, 2.00 p.m., at a Greater Manchester Police venue – Mike Hodge to confirm.

Attached:

List of actions

Debriefing Op. Guardian

PowerPoint – Op. Guardian

Durant v Financial Services Authority