



SECURITY



MODERN RETAIL SECURITY

INTELLIGENCE. TECHNOLOGY. PEOPLE.

The exceptional, every day.





CONTENTS

EXECUTIVE INSIGHT

WHY DOES RETAIL SECURITY NEED TO BE MODERNISED?	02
IMPLEMENTING INTELLIGENCE & TECHNOLOGY	02

INTELLIGENCE

INTELLIGENCE HUB	04
DEDICATED SECURITY OPERATIONS CENTRE (SOC)	06

TECHNOLOGY

MERLIN PROTECT 24/7	10
SECURING A LEADING UK SUPERMARKET - CASE STUDY	12

PEOPLE

EXCEPTIONAL FRONTLINE HEROES	14
------------------------------	----

SHARING INTELLIGENCE & TECHNOLOGY

COLLABORATING WITH THE WIDER SECURITY INDUSTRY	16
IMPROVED POLICE LIAISON	17
PROJECT ZEAL - CASE STUDY	18

DELIVERING MODERN RETAIL SECURITY

THE IMPACT OF A MODERN INTELLIGENCE & TECHNOLOGY LED APPROACH	20
---	----

EXECUTIVE INSIGHT

WHY DOES RETAIL SECURITY NEED TO BE MODERNISED?

Recent years have seen a dramatic shift in the capabilities of security solutions, with the introduction of new technologies, wider intelligence sources and enhanced collaboration paving the way for truly holistic and converged services.

For a sector such as retail, where organisations have multiple locations, with multiple staff and valuables to protect, having a comprehensive solution is essential. Furthermore, the increasing trend of violence towards retail colleagues and retail crime is cause for great concern, and without an integrated solution, prolific offenders targeting various locations may go unnoticed across an estate. Without the big picture, retailers will continue to struggle in preventing these targeted attacks.

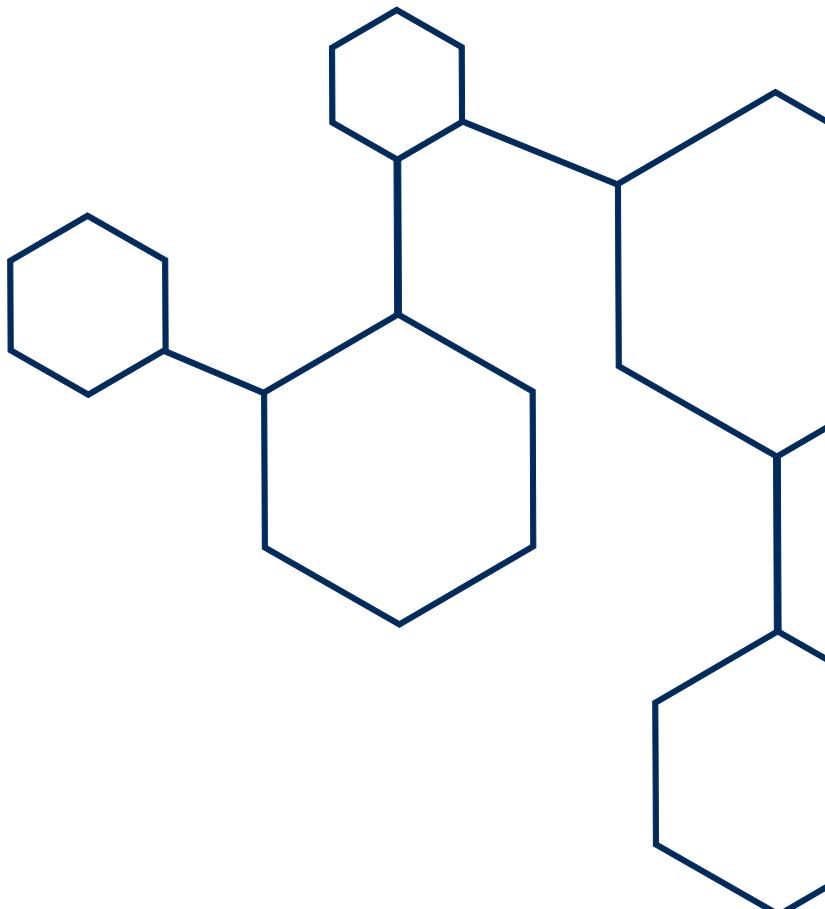
Many existing retail security models still do not fully take advantage of the vast array of connected solutions available in the security industry. Taking a siloed approach, as cohesive security solutions are still in their relative infancy in the retail industry, means that many in the sector are unable to take a proactive approach to security.

As retail continues to come under threat from crime, and offenders get more advanced in their techniques, so too must retail organisations with their security. Furthermore, Protect Duty (also known as Martyn's Law) is a piece of new government legislation expected to come into force in 2023. The policy aims to improve the security at publicly accessible locations by requiring owners and operators to actively consider and implement measures to keep the public safe from a terrorist attack.

To comply with this new legislation and to revolutionise security solutions, retailers must now look to introduce converged intelligence and technology led solutions to enable them to get one step ahead of offenders, acting proactively in their pursuit of safer environments for colleagues and customers to work and shop.

IMPLEMENTING INTELLIGENCE AND TECHNOLOGY

Mitie focuses its approach on three key pillars: **intelligence, technology and people**. To modernise retail security, organisations must look to integrate in order to deliver a holistic, efficient and high-performing security solution. There are multiple intelligence and technology-based solutions that retailers should utilise in order to improve and modernise their long-term solution, and better manage and mitigate risks.





INTELLIGENCE

INTELLIGENCE HUB

Our Intelligence Hub is the heart of our intelligence network and analysis capability focused on providing our clients with actionable intelligence. Requiring a range of inputs, actionable intelligence includes the identification of our clients' unique risk profile, statistics for the types and locations of potential threats, as well as detailed analysis of any trends.

What makes this intelligence 'actionable' is the ability to use the outcomes of any analysis to inform the decision-making process.

Understanding the frequency of threats, their location and timing, provides our clients with the intelligence to build a robust, risk-based security strategy, promoting the identification of potential threats, proactive action and management of security resources in the most efficient way to mitigate the applied risks.

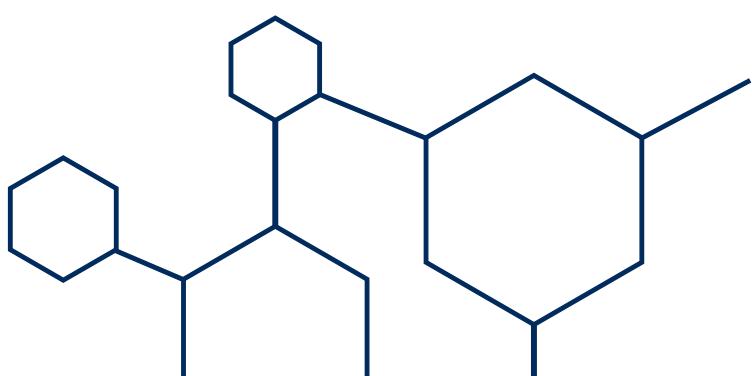
Our expert team are specialists in open-source intelligence gathering and analysis with 24/7, global operations. As technology and society change the way we interact and communicate, so threat actors change their approaches and intelligence gathering has to adapt. Our teams have the knowledge, networks and expertise to do just that.

Through our Science of Service approach, we provide real-time and relevant incident alerts focused on the core threats to our clients, communicated to the right individuals and teams, in the right locations, at the right time. Today, the threats of most concern are primarily activism, protests and urban explorers (UrbEx); major incidents; business crime and site portfolio risk management; while we adapt to emerging trends or specific concerns as required.

We are also placed to analyse particular geographies for clients to assess travel risks, as well as undertake more detailed investigations to solve a particular issue or concern.

With actionable intelligence in hand, we communicate in a real-time fashion to the contacts and teams who need it via our Intelligence Hub App or in agreed messaging formats, as well as producing reports and trend analysis to amplify client understanding of current and emerging threats. Our detailed intelligence reports offer clients predictive insight on potential risks and threats that can be reviewed alongside their own risk profile and action as they deem necessary, empowering them to take a scientific and intelligence-led approach to security.

Through Mitie's Science of Service approach, we amplify the impact of this intelligence by combining it with the power of technology. With innovative technology, greater automation, integration, reliability and effectiveness can be achieved, allowing teams on the ground to focus on their core duties.



744

Active Users



INTELLIGENCE

DEDICATED SECURITY OPERATIONS CENTRE (SOC)

At the heart of a modern security solution is a purpose built, dedicated Security Operations Centre. The SOC is home to a centralised CCTV monitoring team, ensuring a more cohesive approach to CCTV monitoring is applied across the entire store estate.

Highly trained monitoring experts are on hand during store opening hours to provide live assistance to Security Officers and store colleagues, identifying suspect individuals and providing reassurance to colleagues who may be alone.

If SOC operatives identify suspicious behaviour or individuals, they can take immediate action and deploy resources to mitigate the risk, which could be in the form of notifying store guards or despatching mobile response teams to the area to manage the situation.

To aid the SOC teams in their endeavours to manage and mitigate risks, Mitie retail SOCs anonymously share intelligence, enabling a more holistic, informed approach. By sharing offender intelligence, or live incidents in progress, SOC teams can better prepare their own stores in close proximity to the situation and ensure resources are in place to protect colleagues and customers.

Having additional sources of intelligence allows SOC teams to more effectively deploy guards or proactively monitor locations, providing better safety and security to the retail sector as a whole.

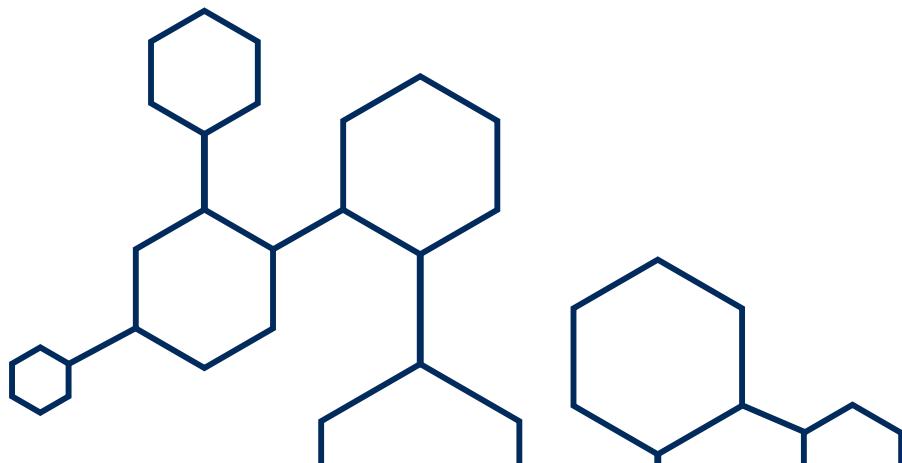
As well as other retail SOCs sharing intelligence, the SOC team benefit from intelligence delivered by wider intelligence providers, such as the Mitie Intelligence Hub. Providing real-time intelligence on major incidents, traveller movements, prolific offenders, demonstrations, protests and more, the Intelligence Hub deliver essential updates to SOCs that enable more informed security decision making, enabling better management and mitigation of potential risks.

Adding another source of intelligence, the Intelligence Hub is a major contributor to a SOC that makes the intelligence-led approach more effective.

The SOC team also takes responsibility for emergency services liaison should it be required by colleagues, ensuring they have enough information to provide to the emergency services, working closely with them to ensure a swift resolution to the incident.

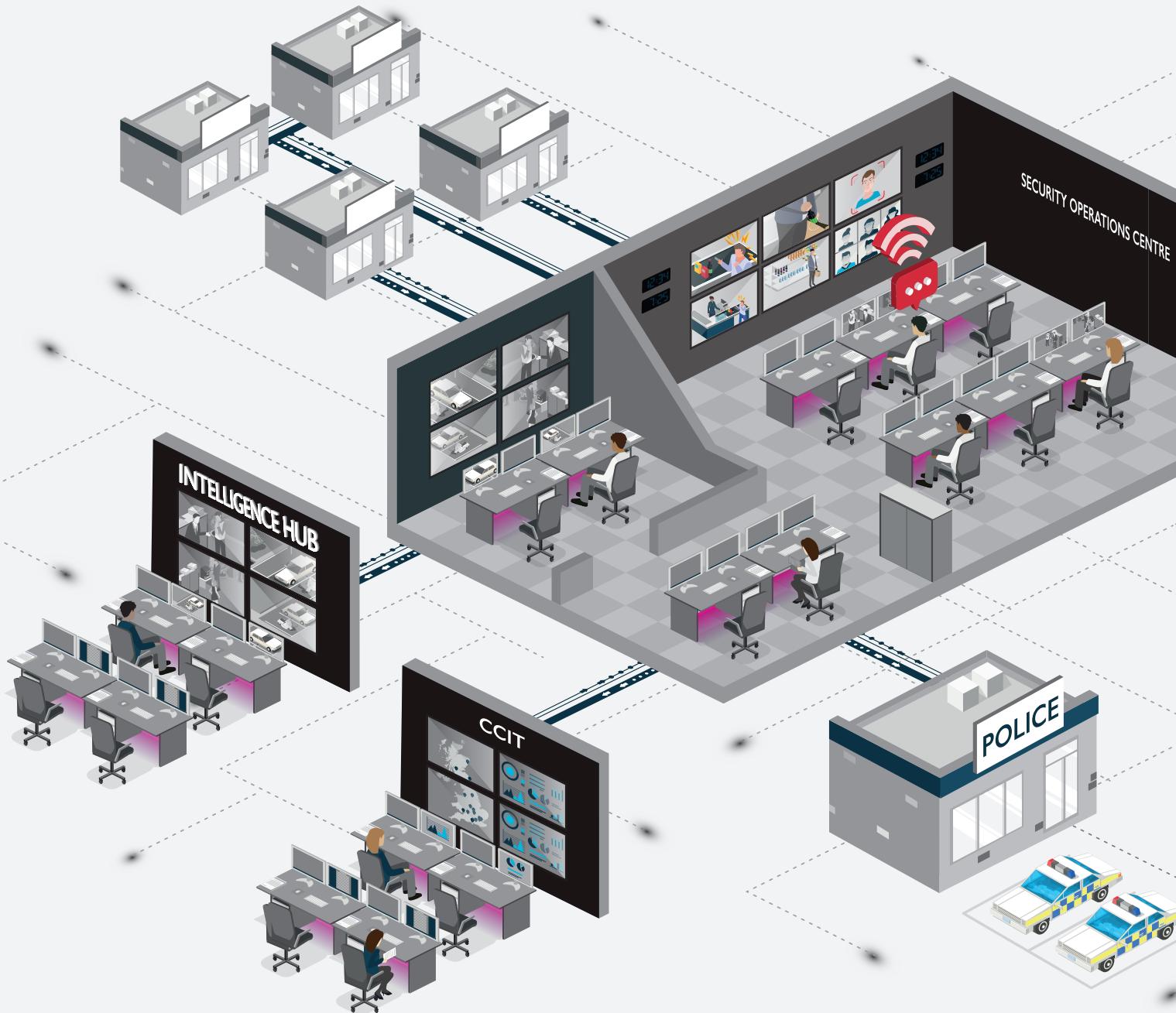
Retail SOCs also play a pivotal role in the identification and targeting of prolific offenders and organised crime groups. As the security function is centralised, teams are able to better identify where incidents have linked offenders and begin to identify patterns in behaviour.

Utilising data from a business management software, such as Mitie's Merlin Protect 24/7, the team can work with the Security Officers and Store Detective teams to implement a plan to detain the offender, often collaborating with the police to ensure a positive result.



Having additional sources of intelligence allows SOC teams to **effectively** deploy guards or **proactively** monitor locations, providing **better safety and security** to the retail sector as a whole.





Finally, the SOC is more than just preventing crime and reducing loss. The team also plays a pivotal role in reassuring colleagues in store, ensuring they feel safe and protected while carrying out their duties.

SOCs should be proactive and regularly call store colleagues to engage with them, ensuring they feel well protected and offering them a chance to provide feedback on the security service. This ensures that colleagues have the opportunity to raise concerns or potential issues they are having in store that need addressing.

In addition, the SOC team should deliver regular security bulletins to colleagues in store to keep them informed.

These bulletins can be used to notify stores for multiple reasons, including prolific refunders operating in the area, with details on the individual, to ensure that if the store is targeted, they can effectively manage the situation.



... the SOC is more than just preventing crime and reducing loss. The team also plays a pivotal role in reassuring colleagues in store, ensuring they feel safe and protected while carrying out their duties.

TECHNOLOGY

MERLIN PROTECT 24/7: POWERING AN INTELLIGENCE-LED APPROACH TO RESOURCES

One of the key elements of retail solutions implemented by Mitie is to introduce Mitie's proprietary business intelligence software, Merlin Protect 24/7.

The system automatically analyses trends and patterns in the recorded incident data, empowering analysts with detailed insights into the risks posed to each store.

With greater insights, dedicated crime analysts were able to implement an intelligence-led approach, using the data to identify stores most at risk from specific threats, particularly violence which is prevalent in the retail sector.

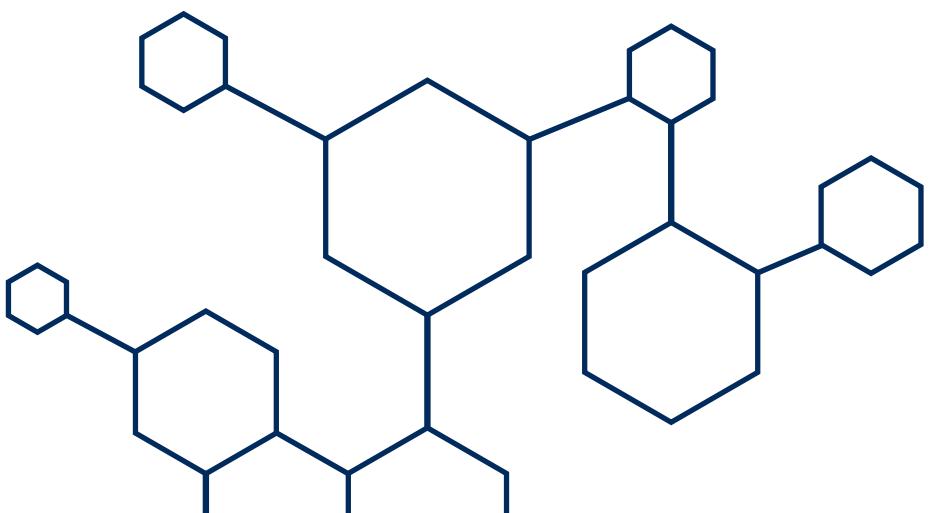
Identifying the most at risk stores, Merlin Protect 24/7 also enables analysts to identify the most common days, times and areas in store for offending. This detailed insight allows for a risk-based deployment model to be used, where officers or store detectives are deployed when and where they are most needed to help each store better manage and mitigate risks, providing a safer environment for their colleagues and customers.

The data can also be used to identify when live CCTV support may be more necessary, enabling teams to plan resources and ensure an expert is on hand to provide monitoring support to the store during peak offending times.

Merlin Protect 24/7 relies on data from numerous sources, including officers and store detectives on site. By recording details of incidents, Merlin Protect 24/7 is able to provide the detailed analysis and insights that inform future decisions on resource deployment.

However, due to the simple design and use, Merlin Protect 24/7 has enabled officers to reduce incident reporting time in some instances by a phenomenal 50%, meaning colleagues get more time to focus on their core duties protecting customers and colleagues in store.

Merlin Protect 24/7 has enabled officers to reduce incident reporting time in some instances by a phenomenal 50%, meaning colleagues get more time to focus on their core duties protecting customers and colleagues in store.





SECURING A LEADING UK SUPERMARKET

The Customer:

One of the UK's largest supermarkets, employing around 150,000 people.

The Challenge:

The client identified that their incident management and reporting procedures needed updating, and that they needed to become more data driven in their approach to security. With Mitie already in place as their security partner, they gave us the problem to solve. It would require a complete overhaul to modernise the process and start providing the detailed insights the client needed.

Stores reported incidents using a CID (Crime Incident Database), accessed through desktops in store by the commercial manager within a supermarket, or store manager in a convenience store. With most incidents being dealt with by security officers, the process to report an incident required officers to complete a paper incident report form, detailing all information relating to an incident. The paper form, known as an IRF (incident report form) was then handed to the appropriate person in store for the details to be manually transferred onto the CID system.

There were two key challenges the client faced with cid:

Double Handling

Commercial teams having to enter information from an IRF into CID, led to approximately £689,655 labour cost on admin tasks

Delayed Reporting

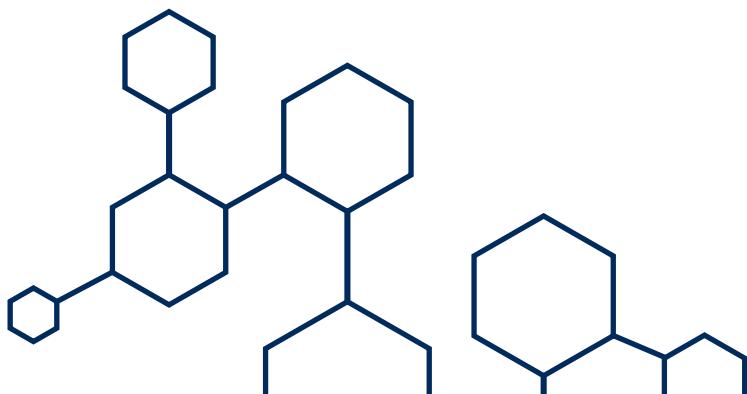
As information was entered onto paper forms then transferred onto the CID system, many IRFs were not put onto the system until certain times of the week or month, therefore information around risk could not be used to allocate security resources in a timely manner and trend analysis was complex.

The Solution:

Merlin Protect 24/7, Mitie's proprietary business operational management software, changed everything. Merlin Protect 24/7 provides real-time incident management and alerts, building systems monitoring, and risk pattern and crime trend analysis.

With real-time incident management, the software completely digitised the process for the customer, saving time and providing detailed data into one central location. Once data is captured, the software analyses the risk profile of each store and assists in creating a tailored security service based on an individual store's threat profile; because we understand that some stores are more likely to be a target than others, and that posting four security guards in a low-risk store is a poor use of the budget. By deploying our multi-skilled security officers in line with risk, both safety and cost efficiency of the service are improved.

Technology underpins how we work together, with the market-leading Merlin Protect 24/7 technology implemented to enhance the efficiency and effectiveness of the contract.





The Results:

Now stores report incidents through the Merlin Protect 24/7 app, incident handling time has reduced by 50%, equating to approximately 90,000 hours of guarding back on shop floors.

Merlin Protect 24/7 has completely replaced paper reporting, automating tasks and identifying known offenders. It has delivered actionable insights, enabling the customer to analyse and share relevant information within its business to prevent repeat offenders across their estate.

In addition, they have been able to benefit from Merlin Protect 24/7's wider network, including retail partners, the Government Agency Intelligence Network (GAIN), Police National Database and the National Business Crime Solution (NBCS). With such an array of data and insights provided, Merlin Protect 24/7 has truly changed the way this retailer operates their security.



PEOPLE

EXCEPTIONAL FRONTLINE HEROES

As the final piece of an effective solution, it is crucial to have **highly-trained, experienced and motivated people involved to get the best results.**

We introduced innovative, comprehensive training packages for our retailers to ensure every member of their teams have the skills they need to carry out their role.

For example, security officers undergo Maybo conflict resolution training, to ensure they are well prepared to manage any potentially violent situation.

In addition, officers have taken modules on customer care and behaviour, ensuring that they provide service above and beyond a traditional retail security officer.

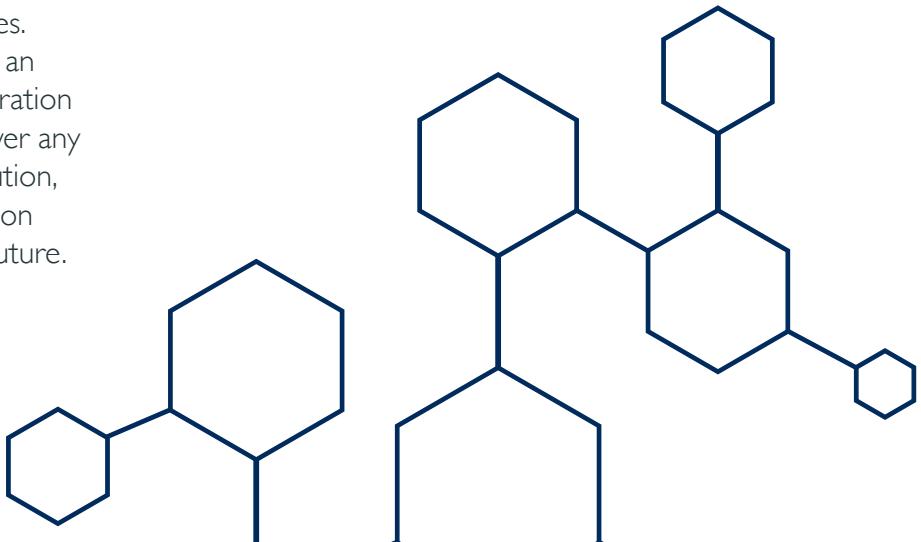
To elevate our solutions further, we have introduced tactical store teams made up of store detectives, all with shop floor and internal investigations experience, with the aim of ensuring an effective and efficient approach is taken to tackling crime in the most high-risk stores. Deployed intelligently, based on the data and insights from a SOC, the tactical store teams have been a significant success in driving down criminal activity, both internally and externally.

We also have experts in scenario testing, providing useful insights for customers to help further improve the security on sites. For example, should a store experience an overnight burglary, our experts in penetration testing conduct a scenario test to discover any potential weaknesses in the current solution, enabling the team to implement mitigation procedures to prevent the situation in future.

With essential retailers providing key services to the nation, it was essential that our officers and store detectives provided safe, secure environments for customers and colleagues. In addition to the challenges of the pandemic, there are new challenges being faced as a result of the cost of living crisis, with retailers reporting a rise in aggressive incidents and shoplifting in stores.

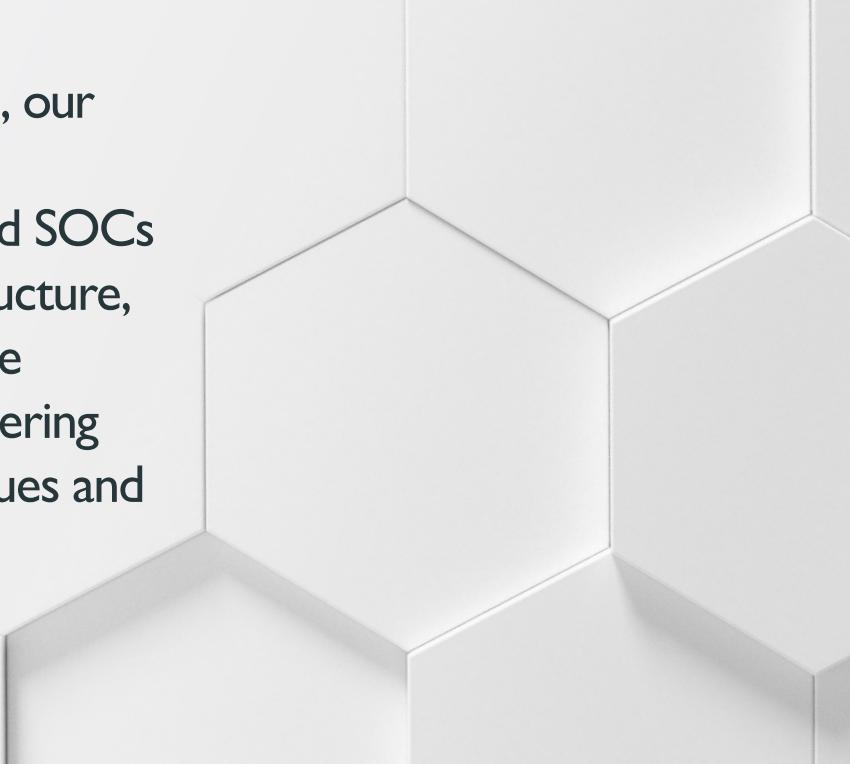
These challenging scenarios highlight the level of violence and abuse colleagues in the retail sector face and emphasise the importance of having security experts protecting people, assets and environments.

Our frontline heroes also continued to deliver exceptional performance through the unprecedented covid-19 pandemic.





Throughout these challenges, our frontline heroes have been supported by our dedicated SOCs and strong management structure, as well as having cutting-edge technology, all aiding in delivering better protection of colleagues and customers across the UK.



SHARING INTELLIGENCE AND TECHNOLOGY

COLLABORATING WITH THE WIDER SECURITY INDUSTRY

All Mitie customers benefit from our range of collaborations across the wider security sector. For example, one retailer has benefited from a recent project with a local police force, sharing intelligence around criminal activity in the local area.

In a Mitie first, the local force were given direct access to case file data through Mitie's intelligence system Merlin Protect 24/7, ensuring vital intelligence is available whenever they need it.

As well as enhanced intelligence sharing and greater collaboration between the retailer and the police, the project has also enabled a wider variety of punishments to be implemented against offenders, depending upon their history and the nature of the offence. For example, working alongside the police, the retailer has now been able to implement more restorative justice punishments, including banning orders and liaising with the police for first time offenders to take action to remove them from the criminal lifestyle before they become a repeat offender. Taking a stance in this way, rather than seeking convictions on every offender, has enabled the retailer to give back to the local community, making them better places for everyone and preventing individuals from pursuing a criminal lifestyle.

Mitie also works closely with the Police Crime Prevention Initiative team on a national level, including their Secured by Design accreditation, Secured Environments scheme and the National Business Crime Centre. There are currently numerous projects underway that will enable Mitie to provide valuable information and intelligence to targeted police forces across the country.

Improving our connection with police nationwide will have significant benefits for all our customers, particularly retailers, with greater insights into offenders and more support in apprehending them or preventing future incidents.

Mitie have recently begun a partnership with CrimeStoppers, which will provide significant benefit to the retail sector. One of the first collaborative initiatives is based around rural crime and benefiting rural communities, which will greatly benefit retail customers by providing more support to their smaller, more rural store locations, ensuring that all colleagues feel safe and protected at work and not just those at larger stores and city locations. The Mitie collaboration with CrimeStoppers will see greater intelligence sharing, as well as benefiting the police with greater insights available on incidents and offenders.

The DSA initiative is a first of its kind in the retail sector, improving intelligence sharing between retailers and the police.

In addition to these partnerships, Co-op, M&S, Sainsbury's and Mitie Security have collaborated to design and implement a Data Sharing Agreement (DSA), that enables each party to share knowledge on thousands of identified offenders, to produce joint intelligence assessments that inform the deployment of resource to risk. These intelligence assessments support local and national law enforcement to achieve prosecutions against criminals who pose a risk to the safety of customers and colleagues within stores, and local communities in the vicinity of stores.



IMPROVED POLICE LIAISON

Within the SOC team, experts are on hand to manage collaboration with the police, ensuring that retail crime is addressed.

Utilising Merlin Protect 24/7's intelligent case file management functionality, the team are able to quickly compile detailed case files that can then be passed to the police to continue the investigation. These case files include details of any relevant incidents and offences known to have happened in stores, linking multiple offences where relevant to be as comprehensive as possible. The expert knowledge in the team ensures all the information required by police is included and formatted in the correct way, saving time in the investigation.

Contributing to the wider security industry, SOC teams can also work closely with local forces to conduct operations targeting prolific organised crime groups. Benefiting from intelligence provided by Mitie officers and store colleagues, the police and Mitie SOC teams have successfully disrupted multiple groups across the UK.



The police and SOC teams have successfully disrupted multiple groups across the UK.

PROJECT ZEAL - PURPOSEFUL COLLABORATION TO COMBAT RETAIL CRIME

Project Zeal is a collaboration between the Co-Op, Nottinghamshire Police and Mitie. Created to take a stand against retail crime, Project Zeal was recognised at the 2022 Outstanding Security Performance Awards, winning the award for Outstanding Customer Service Initiative.

Background

The British Retail Consortium Retail Crime survey in 2020 found that 60% of respondents felt that police response to retail crime was 'poor' or 'very poor'. This perception, in some cases, impacted on the reporting of crime, resulting in less visibility and inaccuracies around data. Without this data, the police didn't always have the insight to effectively target resources in the right areas. The Co-op understood the challenges that the Police Service faced and suggested a collaborative approach to tackle violence and retail crime. They approached Mitie and Nottinghamshire Police to set about tackling the issue, devising a ground-breaking initiative to combat retail crime in a scalable and effective way, to reduce offences and create a greater feeling of safety amongst retail colleagues in store.

Action

Initially, Co-op met with the Nottingham Police & Crime Commissioner to discuss the issue of police response to retail crime. They wanted to develop a better way to share their intelligence with the police.

Once the key issues were identified, Co-op engaged Mitie. Together, the plan was to identify how intelligence between the Co-op system and police could be shared more effectively, creating a broader picture of retail crime, and enabling them to take a collaborative approach to tackling incidents. Co-op and Mitie explored the possibility of utilising Merlin Protect 24/7, Mitie's business intelligence software, to integrate data from the Co-op's reporting system and create detailed intelligence packs on incidents to better secure police response in future.

In addition, Mitie's Co-op Crime Intelligence Team were on hand to provide intelligence support to the stores throughout the trial and were a vital component of the intelligence analysis needed to identify trends amongst prolific offenders.

Based on the wealth of data available, Mitie and Co-op determined ideal trial locations, settling on Nottinghamshire. The aim of the trial was to prove the effectiveness of the initiative, whilst also designing a solution that could be scalable.

Once the right area and stores were chosen, Co-op and Mitie engaged four local neighbourhood policing teams to develop an information sharing agreement. This agreement enables all parties to share levels of information between one another with the aim of making meaningful and significant change in the approach to tackling retail crime. Providing the police with access to Merlin Protect 24/7 was a key component of the solution and required significant input from both Mitie and police IT teams.



The final piece of the puzzle was to encourage engagement through the store colleagues involved in the trial. The key to changing perceptions involved evidencing the benefits to them and their customers. To rebuild their faith that action would be taken over reported incidents, presentations were conducted outlining what would happen during the initiative, showing colleagues that when incidents were reported they would receive regular progress updates and the reporting process would be simpler and more efficient, saving them time and allowing them to get back to their core duties in store.

Result

Over the trial, the 9 stores involved reported an impressive total crime detection rate of 32.26%. This amazing result highlighted the impact that improved intelligence sharing and collaboration can have. By sharing intelligence in a simplified manner, prolific offenders could be more easily identified.

The new initiative had an almost immediate impact, and across just 9 stores secured 25 prosecutions of prolific offenders in six months.

Prosecutions alone were not the only measure taken against prolific offenders, with Nottinghamshire Police, Co-op and Mitie keen to take action that could prevent repeat offences and break the typical crime cycle of repeat offenders, delivering alternative forms of justice while still ensuring that crime came with consequence. One potential measure identified was to place suitable individuals into rehabilitation, as a key component of much repeat retail crime is drug addiction.

Summary

Project Zeal worked so effectively because it epitomised collaborative working. Significant planning went into the initiative to identify the key issues that needed to be addressed – and from this a clear objective was identified. Engagement across all levels was also a key success factor – by ensuring that store colleagues understood the initiative and could see clear benefits to their involvement, they got on board quickly. Regular progress updates and a transparent approach to keeping colleagues in the loop meant that perceptions started to change quickly resulting in increased reporting and, ultimately, a reduction in crime.



According to the British Retail Consortium 2020 Retail Crime Survey, 70% of respondents view the police responses to retail crime as 'Poor' or 'Very Poor'.

DELIVERING MODERN DAY RETAIL SECURITY

THE IMPACT OF A MODERN, INTELLIGENCE & TECHNOLOGY LED APPROACH

Our retail customers have truly seen the benefit of modernising their security solutions, with truly exceptional results.

An intelligence-led approach

Through the implementation of an Intelligence Hub and dedicated SOC, retailers are able to understand the frequency of threats, their location and timing so they can build a robust, risk-based security strategy, taking proactive action to manage their security resources in the most efficient way.

Our retail solution has seen a dramatic increase in the ROI of store detectives. The industry average is 60%, but thanks to the implementation of an intelligence-led approach, our store detectives have averaged a fantastic 120% ROI. This approach has also seen our customers recover millions of pounds in the last 18-months alone. However, our retailers have seen benefits over and above monetary value. One customer has seen over 1,000 arrests and more than 8,000 trespass notices in the last 18-months, with the exceptional work of their SOC resulting in over 1,500 weeks prison time for prolific offenders.

Implementing intelligent technology

The introduction of effective technology enables retailers to automate and improve reporting, enhance performance monitoring and real-time solution management, communicate to frontline teams and re-assign resources to fit their precise needs.

Thanks to the introduction of Merlin Protect 24/7, one customer saw incident handling time drop a staggering 50%, and incident reporting average times drop below 20 seconds, enabling officers to spend more time on their core duty of protecting customers and colleagues in store.

Exceptional people

Without the best people, delivering an effective, efficient, and comprehensive security solution is not possible. Combining exceptional people with the latest technology and actionable intelligence allows for more proactive solutions, enabling resources to be utilised in the most effective and efficient way to manage and mitigate risks.

With essential retailers providing key services to the nation and tensions rising from the array of societal challenges, it is essential that security officers and store detectives are equipped to provide safe, secure environments for customers and colleagues. Maybo conflict resolution training ensures security personnel can manage potentially violent situations, whilst training them in customer care and behaviour means they can provide exceptional service.

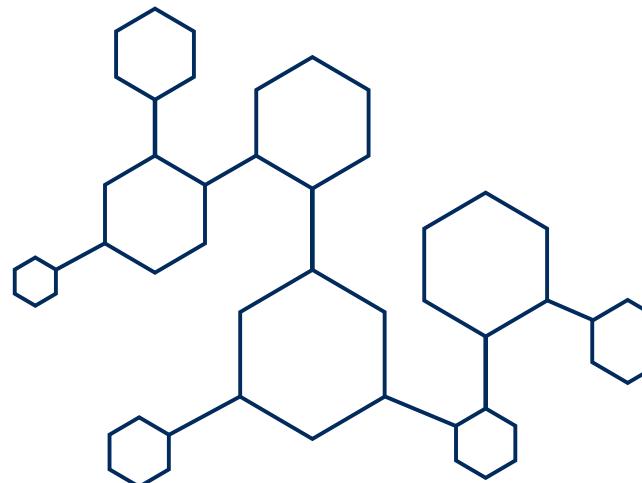
Sharing intelligence & technology

The impact of a modern approach to security is further demonstrated with the success of our collaborations with different organisations in the security, retail, and law enforcement sectors. This includes the innovative Data Sharing Agreement (DSA) between Co-op, M&S, Sainsbury's, and Mitie Security. The DSA improves intelligence sharing between retailers and the police, and supports local and national law enforcement to achieve prosecutions against criminals that target these retailers and local communities.

In addition, the collaboration with CrimeStoppers benefits both the police and retail customers by providing greater insight into incidents and offenders and more support for rural retail locations. The more we collaborate and share intelligence and technology resources in this manner, the more these insights can benefit the community and retail partners, creating safer environments for everyone.

With the upcoming Protect Duty legislation, the importance of modernising retail security with an intelligence and technology led approach has never been more apparent. Working collaboratively with Mitie, you can ensure that your business implements the physical security measures required to keep your customers and colleagues safe, improves policies and procedures and ensures your personnel are equipped to deal with any issue in the event of a major incident.

We continue to implement innovative and industry-leading solutions with our retail customers. Maintaining an intelligence-led approach ensures the most efficient and effective use of resources and delivers robust security solutions, creating safer environments for colleagues and customers.





mitie

SECURITY



alwaysprepared@mitie.com
mitie-intelligence.com
0330 678 0710