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1 Introduction

The success of your business depends on many things but one is providing a safe and secure environment for your customers, employees and visitors. Such an environment will help reduce the incidence and impact of crime. Without good security, and the trust which flows from it, your staff, premises and the space around you will be at a disadvantage compared to your competitors – and could lose you money.

The Mayor's Office for Policing and Crime (MOPAC) in London recognises this imperative. Two strategic aims are to design areas around London to prevent crime and reassure the public. The Safe Spaces Self-Assessment Scheme has been created to help you recognise how you can identify and improve safety, security and resilience.

As part of this effort, a panel of experts and professionals from business and the police, led by London First, have produced this self-assessment survey tool to help you assess your risks and to provide ideas on how best to respond to them. Any solution should always be proportional to the risks.

1.1 Features and benefits

The key features of the survey tool are:

- It is easy to use;
- It can be completed fairly quickly;
- It will enable you to assess your risks and prioritise the most important ones;
- It provides easy to follow advice on how to respond to weaknesses you identify;
- It incorporates a range of things you can do, often without incurring costs, to improve the security of your business.

You can complete the survey in about 15 minutes. It will be time well spent. Completion will enable you to make better choices and hence make the right decisions and plans to improve your security. It will help you identify the gaps in your current defences and how you can to close those gaps. By the end, you will have a better appreciation of how safe your business is as well as an understanding of risks in the surrounding area. If you need help or advice then you should turn in the first instance to your local Business Crime Reduction Partnership which the local police will help you contact.

1.2 Next steps

This survey is a stand-alone, self-assessment product that has been endorsed by MOPAC. It does not commit you to other work if that is your preference. If you feel you want to advance your safety and security measures still further, there are other steps you can take. One of these is to apply for a recognised level of security accreditation through the 'Secured Environments' Scheme. Details of this scheme can be found at www.securedenvironments.com. This is an entirely voluntary scheme but is nationally recognised and, once completed, may confer certain advantages on your business.

1.3 How to do I use the self-assessment tool?

The survey consists of 30 questions that are divided into four sections:

- 1 Thinking about the main risks to your business. (Questions 1 to 8)
- 2 Thinking about community engagement and the local area. (Questions 9 to 15)
- 3 Thinking about the right security measures. (Questions 16 to 23)
- 4 Thinking about how you manage security. (Questions 24 to 30)

Each question begins with a statement and beside that a scale with a range from A (strongly agree) through to E (strongly disagree).

Start by reading each statement and then circling/ticking the responses (A-E) that best describes your situation.

The final column provides you with a list of things you can do and some ideas on how to respond if you feel your business needs improving in that area.

As you go through the survey, bear in mind the following points:

- Mark each statement the best you can, remembering the aim is to guide your thinking.
- Where you are not sure you can always do some research and return to it later.
- Some things just will not be applicable to you so you can just miss them out.

1.4 What do I do when I have finished?

If you have given your business all A grades then congratulations! It would suggest that currently your security is in good shape. However, don't be complacent as things can change rapidly. We would recommend that you revisit your security at regular intervals, probably annually.

If you rated your business with at least some B, C, D and E grades then there may be scope for improvement. We recommend that you first go through all the questions where your score was E or D and consider how you might respond. Once you have tackled the E and D grades, you may wish to focus your attention on the C and B grades.

This survey is not designed to be a comprehensive assessment of all your risks but hopefully it will flag up some key areas that merit attention.

Remember that you can progress to an accreditation award though the 'Secured Environments' Scheme

1.5 Frequently asked questions (please read before you start)

1.5.1 What do I do if I don't know how best to respond to a statement?

Most of the statements will probably be fairly easy to respond to. If you are not sure then leave it and come back to it at the end, perhaps after having carried out some research of your own.

1.5.2 What if I don't understand one of the statements or cannot see how it applies to me?

It may be that some of the statements are not applicable to you so just leave it out. You can always involve colleagues in the completion of the survey; they often have very important insights that can help you.

1.5.3 Does the survey cover every crime risk to a business?

No, that would involve quite a different and more extensive survey with lots more statements to respond to. What has been included here are some of the key and more common issues that affect businesses.

1.5.4 Is the list of 'things to do' exhaustive? If I do them all well does it guarantee that my business will be crime free?

The list of things to do are merely suggestions. The focus here is on things you can do yourself, most often fairly easily and cheaply. Unfortunately, there are no guarantees against crime but taking sensible steps can reduce your risk dramatically.

1.5.5 Do I receive a certificate or award for completing the survey and responding to the statements effectively?

No, the aim here is to provide a tool to enable you to help yourself. It does not form part of any formal accreditation scheme. However, progression to the nationally approved 'Secured Environments' Scheme may lead to accreditation and this is encouraged (www.securedenvironments.com).

1.5.6 Will anyone else be interested in the findings? Do I need to submit them anywhere?

As this survey covers your crime risks it is better to restrict sight of your answers to those you can trust; you would not want this information falling into the wrong hands. The purpose of the tool is to help you assess your risks so it is not something you need to share with anyone else. That said, your answers may highlight the need to work more closely with neighbours, for example, to collate information about crime or on some joint initiative.

1.5.7 Where can I get additional help?

Business Crime Reduction Partnerships, local Business Improvement District, police officers and former police officers, private security consultants (typically at a cost) can all help. You may also find the following websites helpful:

For additional business crime prevention advice from the police, see: www.securedbydesign.com/crime-prevention-advice/secure-your-business/ and http://content.met.police.uk/Site/crimeprevention

For police advice on how to prevent fraud, see: www.met.police.uk/docs/little_book_big_scams_business_edition.pdf

For further advice from the Centre for the Protection of National Infrastructure on physical security, personnel security and cyber security/information assurance, see: www.cpni.gov.uk

Remember the safety of you, your colleagues and your customers is vital. Call 999 in an emergency, 101 is the non-emergency number.

2 Safer Spaces Self-Assessment Survey

2.1.1 Section 1

Section 1	Thinking about the main risks to your business	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Things you can do
1	A knowledgeable person (that is someone with some expertise in crime prevention) helps you conduct a security survey at least once a year to ensure existing solutions are still appropriate and in good working order.	A	В	С	D	Е	The following are examples of people who can refer you to a knowledgeable person: Business Crime Reduction Partnerships. Local Business Improvement District. Police officers and former police officers. Private security consultants (typically at a cost).
2	There are adequate security measures – given the risks – to protect your business (including when it is closed).	A	В	С	D	Е	To identify the risks to your business think about the kinds of incidents (if any) you have experienced in the last 12 months. If you have not experienced any incidents, speak to other local businesses, particularly those of nearby and those of the same type as yours (as well as your local Business Crime Reduction Partnership), to find out if there have been any problems with crime in the area. This information can help you take the best actions for your business. Consider why your business may be targeted and how you can minimise that risk - what products do you sell? Are any of these high value goods? How much cash do you have on the premises? Do you sell items that are easy to sell on the street (cigarettes, razor blades)? Do you lock these away when the business is closed? In short, is your security commensurate with the value of your stock? Are there items that are being taken? Are they being removed during a particular time or date in the week and, if

							so ask yourself why? Could it be that the thief only has a limited window of opportunity in which to steal or, do you reduce your staff numbers, perhaps it is late in the day and close to closure-when the thief is aware that your staff will be tired and their attention will slip. Look at what security measures other local businesses have in place and ask them for feedback on 'what works' for them.
3	The exterior and interior to your premises are in a good state of repair and look well maintained.	A	В	С	D	Е	If your premises looks like it is not cared for, it can make it a more attractive target for criminals. In order to reduce the likelihood of your business being targeted, improve the exterior to your building by: • developing a maintenance schedule (for the exterior and interior) – this may include making emergency repairs as well as on-going maintenance. • freshening the paintwork, and replace worn or damaged window frames, doors, shelving, displays and gates, etc. • if you are in a leasehold property and are not responsible for your building's maintenance, discuss this with your landlord.
4	Any graffiti or vandalism, litter/debris are dealt with promptly.	А	В	С	D	Е	Keeping the area outside of your premises clean of litter debris sends a clear message that your business is cared for. This may minimise the risk that you'll be targeted by offenders. You can do this by: • encouraging staff and others to let you know if they see any graffiti or vandalism. • setting up litter/graffiti checks at the start and end of each working day and responding effectively as appropriate. • getting a good reputation for responding quickly - this may reduce the value in targeting you.

5	You keep an accurate record of all incidents and always take remedial action promptly.	A	В	C	D	Encourage your staff to keep an incident report log of suspicious activity as soon as they discover them. This could be invaluable to the police in the event of a prosecution because it creates a clear chronology of all the incidents. Running routine checks on the data you collect will help you identify recurring themes (such as whether or not the same person might be behind multiple crimes). The basic details you need to collect are: • the time and date of the crime. • where the crime occurred. • whether anyone was injured, and if so, who. • the loss suffered, or items stolen including where they were taken from. • any damage caused. • whether there is CCTV footage. • the number of suspects involved. • a description of suspect(s) including, where possible, age, height, build, hair style and colour, distinguishing marks or features, clothing. • whether the suspect(s) had a vehicle and if possible the make, model, colour and registration number. • who the incident was reported to, when it was reported and how they responded. • any additional information. Never lock a shoplifter or criminal inside your shop - this is dangerous practice. Call the Police.
						You could consider installing a panic button (or depending on the level of stock and general criminality) a mobile panic button so members of staff carry this around with them. Establish a contingency plan in the event of a hostile situation. Do you have a secondary access point out of your

							store? Can you access this area safely?
6	You have considered the risk of a terrorist incident and have considered how you and your staff would respond if an incident were to occur.	A	В	С	D	Е	While a terrorist incident is unlikely to be centred on your business, there could be major implications if your local area is cordoned off (400m plus) as a crime scene, with possible casualties and building damage. By way of preparation, you should: Follow the advice on the official National Counter-terrorism Security Office (NaCTSO) advice. https://www.gov.uk/government/organisations/national-counter-terrorism-security-office Show the 'Stay Safe' video available via the NaCTSO website to all staff. This offers advice on what to do if caught up in an incident. https://www.gov.uk/government/publications/stay-safe-film Follow the guidance outlined in documents listed at the website on 'Protecting crowded spaces from terrorism'.
7	Staff are trained in security awareness as part of their induction and receive regular updates.	A	В	С	D	E	Your staff's actions will have a significant impact on the success of security measures. Therefore, they must be security conscious. The best way to do this is through regular quality security awareness training. Start the process of making staff aware of your security needs early on. For new staff, this should form part of their induction. If you have a security policy, share the relevant information with staff. It is important to build good security into the culture of your organisation so that staff recognise it as a priority.
8	You have considered the	А	В	С	D	Е	Using updated anti-virus software; configuring your system

cyber risks and taken appropriate action, and this is under constant review.		to receive auto updates and patches and the latest security information; having a firewall installed; using strong passwords which are well managed will all help.
		Good on-line security practices can be found at www.getsafeonline.org.
		Take a look at the London Digital Security Centre – Business Tool Kit. http://www.vocal.co.uk/cssc/the-london-digital-security-centre-ldsc/
		A range of guidance documents is available from the Centre for the Protection of National Infrastructure (CPNI). http://www.cpni.gov.uk/advice/cyber/

2.1.2 Section 2

Section 2	Thinking about community engagement and the local area	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Things you can do
9	Neighbours (e.g. other premises, nearby residents) have been asked to help identify criminal and antisocial behaviour, and share any risks with you.	A	В	С	D	Е	Sharing information between neighbours can help in many ways. It can identify potential criminals so you can be on the lookout for them. It can also help to raise awareness about areas of your business that may be vulnerable to crimes happening at other companies. Whether a neighbourhood, business crime watch or partnership exists or not, you may wish to agree some basic procedures that should be followed if a crime takes place. These may include: • reporting the incident to the police and any other local organisation that collates such information. • reporting the incident to the business affected. • keeping a note of the time, day and place where the crime occurred. • keeping a note of the type of crime and any description of the individuals involved. • calling a meeting with your neighbours to share the information and discuss what measures could be taken.
10	You are aware of and where appropriate you are a member of a 'Business Crime Reduction Partnership,' or a 'business watch' type partnership. (These may operate under various names and play very different roles so	А	В	С	D	Е	A lot can be gained from meeting other businesses to find out the sorts of problems they face and gain insights into the kinds of measures they've taken to deal with problems you're facing. You will need to find which scheme is the most appropriate for you. Some provide services tailored to local needs and may include a contact alert system. Try and be proactive and take part in local groups and attend meetings.

	you need to check.)						If other businesses use a radio scheme to alert each other of suspicious activity, consider joining it. Information can be legitimately shared between businesses and Police using an Information Sharing Agreement (ISA).
11	Staff are effective in monitoring the local area, including when travelling to and from work, and always report anything suspicious.	A	В	С	D	Е	 Good staff, properly motivated, trained and aware are often your best ally in understanding the crime risks you face. Consider the following: be clear what your security rules and procedures are and ensure these are communicated to staff during their induction training and regularly thereafter. encourage staff to alert you to any risks they may hear about, for example crime trends locally, or suspicious behaviour in the areas in or around your premises, also encourage them to suggest ideas for improving security.
12	Your staff have a clear line of sight of the area outside your premises, unnecessary obstacles have been removed.	A	В	C	D	Е	 Research with shop thieves shows that they look for blind spots in the building or grounds (inside and outside the premises) where they cannot be seen by staff or cameras. Avoid creating blind spots (which criminals can hide behind such as street furniture, signs, and festive decorations) that cannot be observed by staff or cameras. If you have CCTV cameras, check your footage to ensure that camera sightlines are not restricted. While prioritising staff and customer safety at all times, consider deploying your staff to keep watch over risky areas, perhaps encouraging them to walk around and through risky areas on a regular basis, supplemented perhaps with sporadic visits – but only if it is safe to do so.

13	Any lighting outside of your premises is in good working order and there is sufficient lighting to cover the perimeter of your premises.	А	В	С	D	Е	Effective lighting can help prevent crime because criminals know they can be seen. A well-lit area also makes it more difficult for would-be offenders to hide, and contributes to your staff and customers feeling safer. Lighting should complement CCTV and not impede image quality. Remember cost-effective lighting is available; consider getting advice from a specialist.
14	Maintenance equipment such as ladders and other climbing aids are locked away when not in use.	A	В	С	D	Е	Many offenders look for tools at the scene that can help them commit offences, some only think about crime when they see an easy opportunity. Ensure anyone using maintenance equipment (or anything similar), either your own staff or third parties working in the area are aware of the dangers and ensure they follow sensible procedures, such as locking equipment in a safe and secure location.
15	Staff typically look alert when visitors and customers visit your premises.	A	В	С	D	Е	 Alert and engaged staff is not just good for business it can also serve as a crime deterrent, and an effective one too. There are a number of things you can do to ensure your staff act as a good natural surveillance team for you: include security awareness in staff training. engage with customers as soon as possible after entering your business; this takes away their anonymity which makes it more difficult for them to steal. keep training up to date so that staff are aware of the need to be alert, engage with customers, look and report suspicious incidents as well as any changes in security. hold discussions with staff about the negative impacts of crime and get them involved in identifying problems and solutions. listen to what your staff tell you, they are on the frontline and can be good at spotting actual and potential problems, as well as potential solutions.

2.1.3 Section 3

Section 3	Thinking about the right security measures	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Things you can do
16	You have an effective procedure for managing your assets/goods from when they arrive to when they leave. You would know if any goods or cash were missing.	A	В	С	D	Е	Keeping detailed, up to date records of stock and in particular high value stock can help you assess losses. The extent of your losses will help you to determine the scale of the problem and help you determine whether additional crime prevention measures are needed. Conduct regular stock checks. Consider random audits of particular items on unannounced dates, particularly where it is clear that an item is under constant attack (refer to the top five items list). Vary delivery times and ensure that there is always someone available to receive them. Ensure deliveries of at risk products are stored straight away in a secure place.
17	All your most valuable assets have been identified and care taken to ensure they are appropriately protected.	A	В	С	D	Е	In order to monitor the products that are most likely to be stolen, it is helpful to conduct regular stocktakes and investigate and anomalies, do keep a record of what is stolen or missing. You may want to start by targeting the products that are causing you the biggest loss and prioritising their security. From that you could: • consider producing a list of the top five most targeted items - 'hot products' - of the week/month. • consider devising stock layouts that allow your staff clear views of products that are most at risk. • be careful about placing these items too close to the doors or windows (especially when they are left

							 open, and check emergency exits). ask staff to oversee the priority items on a regular basis and tidy them so that they become familiar with their layout and will quickly recognise if they have been tampered with or stolen. arrange for regular counts of stock on display so that you can spot immediately whether items have been stolen. start or increase staff patrols through the area at risk and engage with customers who pause there. reposition the stock and make it more visible to staff. consider installing specific security measures to make targeted items more difficult to steal, such as dummy packaging, locks, tags, alarms or CCTV.
18	Your premises has a fully functioning intruder alarm that meets the latest industry standards which is always used when appropriate.	A	В	C	D	Е	Burglar alarms alert private security firms that a building has been broken into. They can deter would-be burglars who know that the presence of the alarm increases the likelihood that they will get caught. Investing in an alarm may help if you have valuable stock, equipment or cash, or if you have been broken into before. However, alarms are not effective in all circumstances and it is wise to get independent advice. There are many security providers who sell and install alarm systems. • Consider what type of alarm is most suitable for your business. Get professional advice and ensure that the system is fitted to the British Standard specification. (You can find approved suppliers through the British Security Industry Association website: www.bsia.co.uk) • Ensure that you know how to use the system and train staff to use it correctly so that it is effective. • Test your alarm and take immediate action to resolve any false alarms. These can cause a

							nuisance and reduce the likelihood of a quick response. • Think about what system you have in place in the event of an alarm activation, and especially if you have one member of staff working in the business alone. Promote personal safety and encourage them to contact the Police at the earliest opportunity.
19	Your premises has a fully functioning CCTV system that meets the latest industry standards which is always used when appropriate.	A	В	C	D	E	 CCTV is only effective if the images are high quality and they are regularly reviewed. For larger premises, it may be sensible to have a monitor displaying the images that can be seen by staff behind the counter. If you have CCTV: consider what type of CCTV is most suitable for your business. Get professional advice and ensure that the system is fitted to the British Standard specification. (You can find approved suppliers through the British Security Industry Association website: www.bsia.co.uk) ensure that you know how to use the system and train staff to use it correctly so that it is effective. Test your system to ensure it is working. create a schedule for the review of CCTV footage. Make the time to review the footage and make sure staff know that you do this. It is a sad fact that staff are sometimes the cause of thefts (either stealing directly or providing the opportunity for those they know to do so). it is important that images are high quality so that they can be used in court during prosecution, and so the police can download them from your system. It is worth thinking about this when you install or renew a system. the images that are generated may be covered by the Data Protection Act and so it is wise to check

							guidance offered on the Information Commissioner's (ICO) website: www.ico.org.uk/for-organisations/guide-to-data-protection/cctv/
20	Your premises has good key control and a good locking procedure. Keys are always accounted for and kept in a secure safe place.	A	В	C	D	E	It is important to maintain good control of keys to prevent loss or copies being made and ensure that premises are locked down at appropriate times such as at night. You may wish to consider some of the following points to ensure your business has good key control: • number each key and keep a record identifying the key holder and match this to the number allocated. Periodically, check that staff still hold the key and that it matches the number allocated to them. • regularly audit who has keys and why. Remember that keys can be copied or passed to unauthorised persons. • consider using a restricted key system that can't be copied without your permission. You can find approved suppliers on the Master Locksmiths Association website: www.locksmiths.co.uk. • make sure you collect keys back from staff if they leave. • electronic key systems can keep a record of key holders and activate or deactivate the key. These are useful where a key is lost - being able to deactivate a key means you won't have to change the locks. • keep shared or spare keys in a lockable key cabinet securely fixed to the wall.
21	All doors, windows and locks are of a sufficient quality to protect you.	А	В	С	D	E	This is the most basic form of security, but important nonetheless. Information is available from: www.securedbydesign.com/crime-prevention- advice/secure-your-home/secure-your-doors-and- windows/

22	There is appropriate signage around your premises e.g. 'no cash left on premises overnight' or 'staff cannot access the safe'.	A	В	С	D	Е	Displaying clear signs outside the business publicising the security measures in place can act as a deterrent to criminals. Here are some ways to do that: • decide what messages you want to convey and ensure that the language used is straightforward, clear and relevant to the audience it targets. You may need signs in different languages. • ensure that signs are well positioned and can be seen by customers. Don't place signs in a position that makes it difficult for staff to see outside the grounds. Care should be taken not to obscure good vision through windows. • if you use property marking tools it is usually best to advertise this. • if you have CCTV cameras, they must be accompanied with signs.
23	There are measures in place for staff should an intimidating or violent incident occur, e.g. panic buttons, personal alarms, part of a lone worker scheme.	A	В	C	D	E	In certain situations staff may feel frightened, say when they are intimidated by someone at work, or they witness or are the victim of a violent attack. It is a legal requirement to provide a safe working environment (see: www.hse.gov.uk/violence/law.htm). • To ensure your staff are confident dealing with conflict situations, and will not aggravate an incident or put themselves in danger it is advisable to provide them with specific training on how to recognise the triggers and how to deal with conflict. • You may want to consider the needs of a lone worker scheme and physical measures to protect staff. Information is available at: www.hse.gov.uk/toolbox/workers/lone.htm

2.1.4 Section 4

Section 4	Thinking about how you manage security	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Things you can do
24	There is a security policy for your premises listing important security practices that are always followed.	A	В	С	D	Е	A security policy in its simplest form involves documenting how you will deal with security risks. Once you have one, you need to ensure it is implemented properly which will mean training staff. Well trained, alert staff committed to your policy will help reduce risks and prevent incidents taking place. To ensure you have routine security practices that are always followed: • develop a security policy for your business outlining what is expected of staff when a problem occurs or when it looks like it might. • train your staff properly and ensure they are committed to good security. • maximise the availability and quality of evidence available for the police when it is required. • make sure they know how to contact you if there is a problem.
25	There is a culture in your organisation that encourages everyone to think about security; you lead by example	A	В	С	D	Е	Creating a culture that promotes good security is crucial because many crimes can be prevented with a small amount of care and attention. • Encourage your employees to report staff members who steal. This may be hard for them, so make it clear that their information will be taken seriously and handled confidentially. Investigate every incident thoroughly and promptly. (Tread carefully until you establish the facts – be wary of unsubstantiated allegations.) • Lead by example. Encourage your staff to respect

							 the rules. Respond to all concerns and ideas generated by staff. Often the suggestions will be cost-free, involving for example, a change to a procedure. It is always best to let your employees know that you have considered the issue. This also lets them know you are taking the matter seriously and plays its own part in developing a pro security culture.
26	You have a nominated staff member who is the 'go to' person on security matters.	A	В	С	D	Е	Consider making a specific member of staff responsible for security. Creating this role may help show how seriously you take security. This individual should also be responsible for: • ensuring your security requirements are followed • recording and collating information internally and acting on it as appropriate • liaising with local businesses, residents and community groups and spreading knowledge acquired accordingly • reporting of incidents and criminal offences to the police, ensuring any key evidence is available. • making sure the go-to person is contactable and knows how to contact you.
27	Staff would notice and know how to act if they saw something and someone out of place around the premises.	А	В	С	D	Е	Ensure that there is a clear policy for alerting others of any suspicious activity. Test out what you will do if some of the key risks arise and make sure staff know about and practice with requirements (with contact points).
28	There is an effective vetting policy for staff e.g. references are always taken up.	А	В	С	D	Е	It is important to know that your staff are who they say they are and that there is nothing in their past that is a risk to your business. • There are employment laws that you need to follow. For example, you should ensure employees are eligible to work in the UK. This website has the

							key information: www.gov.uk/employing-staff . • You also need to take steps that your staff are honest. Ask for references and ensure that you follow them up. Speak to referees to confirm that they have given the reference and it is genuine.
29	The premises conducts 'exit' interviews with staff leaving employment to learn about their experiences of security and to collect ideas for improvements.	A	В	С	D	Е	As staff leave employment they may be more willing to express views that previously they felt they could not share. This may be an opportunity to learn about your business in a way that was unavailable to you before. There are a number of ways you can do this, depending on the size and nature of your business. • Consider creating a self-completion questionnaire and asking staff their reasons for leaving. Ask them to be honest. Include questions about their feelings towards security policies, their experiences of crime and their opinions about how you manage security. • Offer them the chance to have an exit interview so they can share their experiences and knowledge – both good and bad. This is a chance for them to talk and for you to listen. Resist the urge to defend the company or to argue over issues. • Examples of questions (on a range of issues) and contents for exit interviews can be found at: www.businessballs.com/exitinterviews.htm.
30	Your staff are provided with incentives or are rewarded for reporting dishonesty offences and for generating ideas to improve security.	А	В	С	D	Е	If staff are well managed and feel valued, they are more likely to follow your rules and procedures and act in the best interests of the company.

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^{*} This document is dedicated to John Haddon who sadly died on 20 February 2016. His contribution, on behalf of Arup, formed a major part of the contents.

4 Record of completion

You may wish to record below your completion of this Safer Spaces Self-Assessment Scheme. The record should be kept in a safe place in case you want to refer to it in the future.

It is recommended that you review your assessment on an annual basis or when circumstances change.

Important note: As the survey is a self-assessment, your signature does NOT necessarily indicate that you have completed it in full and adopted all the measures.

Name:	
Position:	
Date:	