



**COUNTER
TERRORISM
POLICING**

UK PROTECT

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UK PROTECT - Counter Terrorism Protective Security Newsletter - Edition 9

March 2017

THREAT LEVELS

INTERNATIONAL to the UK

SEVERE

AN ATTACK IS HIGHLY LIKELY

**NORTHERN IRELAND
RELATED in Britain**

MODERATE

**AN ATTACK IS POSSIBLE—BUT
NOT LIKELY**

**NORTHERN IRELAND
RELATED in NORTHERN
IRELAND**

SEVERE

AN ATTACK IS HIGHLY LIKELY

For more information
please see:
<http://www.mi5.gov.uk>



National Counter Terrorism Step Change Summit II

This months Protect newsletter reflects on the second National Counter Terrorism Step Change Summit which took place in February.



Senior counter terrorism officers, together with the author of a government review into social integration, have called upon businesses to help build a ‘whole society approach’ to tackling the threat from terrorism and extremism.

Speaking at the second annual ‘Step Change Summit’ at London’s Olympic Stadium, Assistant Commissioner Mark Rowley, Deputy Assistant Commissioner Lucy D’Orsi and Dame Louise Casey praised the private sector’s active role in the UK’s protective security operation, but warned that even closer collaboration was required if we are to be successful in the fight against global terrorism, homegrown extremism and community isolation.

DAC D’Orsi estimated that between 80 to 90 percent of protective security at public sites and events was delivered privately by the commercial sector, with many businesses working alongside CT Policing to deliver staff training and messaging to tens of thousands nationwide.

But she believes that this is just the start of the journey towards a national protective security strategy, which would see the public and private sectors work hand-in-hand to share data and commission academic research which would help keep our people and infrastructure safe.

"Protective security is about saving lives, and the way forward has to be a greater public and private sector partnership," she said.

"We have already made great progress, but my overarching ambition is for us to set a minimum standard for protective security across the country, and that becomes easier if we all pull in the same direction.

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“If we reached into some of these communities and tried to give them jobs, career paths and opportunities to work within our society in a different way, we might head off some of the problems we are seeing as a result of this lack of integration.” Dame Louise Casey

DAC D’Orsi continued: “My ideal would be a single repository where both the public and private sector are represented. Where we can more freely share our data and information, where we can develop academic research to benefit us all, and where we can amplify our reach through security training courses and accreditation to ensure your businesses are employing the right people, giving you the right advice.”

But this year’s CT Policing Step Change Summit was about much more than just Protect and Prepare policing.

While protective security measures are vital to mitigate attacks when they happen, the UK’s most senior Counter Terrorism officer, AC Mark Rowley, believes that we must start tackling radicalisation and homegrown extremism with the same tenacity and teamwork as we do protecting people and infrastructure.



AC Rowley said: “The nature of the threat means that now our relationship with business touches on all four P’s, as many organisations are coming across those affected by radicalisation, or on the fringes of the Pursue radar.

“Police and Security services cannot succeed in meeting the terrorist threat on our own. It requires teamwork, innovation and a ‘whole society approach’ in which industry plays a vital part alongside government, policing and the public.”

DAC D’Orsi wanted business to start thinking beyond the traditional confines of protective security, adding: “We are envisioning an approach way beyond simple barriers and surveillance systems.

“It is about businesses considering their own sense of social responsibility, employees, customers or the communities you are working within.

“Your ability to engage those hard-to-reach groups can be, in my view, greater and more impactful than the reach we have in policing.”

Dame Louise Casey asked the private sector to think about how it can engage those in society who feel marginalised and isolated.



Dame Casey said “It is enormously important to understand that a lot of these isolated groups are significantly more socially and economically disadvantaged than others,”

“If we reached into some of these communities and tried to give them jobs, career paths and opportunities to work within our society in a different way, we might head off some of the problems we are seeing as a result of this lack of integration.

“The challenge we face in terms of extremism is complex and is linked closely to the integration and social issues I have discussed here today.

“We have to be clever about preventing terrorism and extremism, and we have to be clever about how we tackle prejudice or social and economic divides and disadvantages.

“Our business and industry leaders should not only see themselves as part of this approach but, in fact, leaders in how we are responding to it.”

Step Change Working Group Update on the Step Change Crowded Places Working Group

Superintendent Nick Aldworth, Head of Protective Security Operations in the MPS said:

We recognise that we have good communication conduits. We have to be quite focused on these channels, otherwise we start diluting what we are trying to achieve and the management of them will become more and more difficult.

- ◇ We need to look at the protective security governance model, there are a lot of us doing a lot of things and maybe not as coherently as we ought to.
- ◇ We need to use our resources more effectively, the knowledge base across business is far greater than I have in my highly professional and highly competent team.
- ◇ Our call to action must be clear, come and help us participate, come and help us deliver the objectives. We want to keep it simple around this working group, we want to protect the lives of people who are working, using, and visiting crowded places.

Jane Gratton, from the Chamber of Commerce said:

I represent 52 chambers of commerce, based in within every region of the UK, representing 75,000 business members, although we actually work with four or five times that number of businesses. We are rooted in local business communities that consist of 6 million employees. There are other business organisations with equal reach and we need to bring everybody together on this agenda because protecting people, creating safer places and building business resilience matters to everyone.

The crowded places work has identified three ways to improve resilience, by bringing together people and bodies, building strong partnerships and improving the way that we communicate in all respects and raising standards.

For more effective partnerships we really want to see the step change work reflected in a national strategy. We have to optimise the way we work together, to maximise impact and resources, so that we are stronger together. We need to spread best practice to the regions, building effective partnerships at a local level and generating that energy and innovation, facilitating locally managed solutions which we know work best.

In relation to communications, we can improve this by bringing together all the fantastic brands, products and initiatives that we have under a strong, trusted and single brand. We can bring the public and the private sector together to develop innovative new solutions and products. This more focused branding will help businesses to identify the tactical options available to them and to identify best practice and protective security.

Our work in crowded places has identified a fantastic opportunity to enhance training and development for staff in the security sector. This will not only help individuals to progress in work but it also supports staff recruitment and retention and adds to business competitiveness in the sector. We see this as a hugely positive step as it will also help businesses to identify, manage and take ownership of risk.

To achieve greater resilience we are recommending a clearer and more focused approach, we need to get clarity of governance, more effective use of resources, more efficient delivery of objectives and we can do that together.

In summary we're going to achieve this through better partnerships, better communications and better standards.

Step Change Working Group Update on the Step Change Finance and Cyber Working Group



The cyber threat to UK business is significant and growing, the rise of internet connected devices gives attackers more opportunity and cyber-attacks have been orchestrated on a scale and boldness not seen before.

In 2016, financial and insurance services contributed £124.2 billion in gross value added to the UK economy, 7.2% of the UK's total. With over 1 million jobs and significant contributions to tax receipts the finance and insurance sector is key for national resilience.

The UK has been fortunate to avoid a category one (C1) cyber-attack, broadly defined as an attack that might cripple infrastructure; such as energy supplies and the financial services sector. The US, France and other parts of Europe have already faced such attacks.

Companies should become more aware of their cyber space in the same way that we are aware of our physical security arrangements. Small and Medium Enterprises

are also at risk and the impact could be significant with 1 in 2 businesses potential being affected.

“I think it is a matter of when, not if and we will be fortunate to come to the end of the decade without having to trigger a category one attack,” Ciaran Martin, National Cyber Security Centre, 2018.

Several reports are valuable sources of information www.ncsc.gov.uk/news/ncsc-and-nca-threat-report-provides-depth-analysis-evolving-threat

Pool RE and Cambridge University provide an assessment of the current status and future shape of the cyber terrorist threat to the UK Mainland and economy.

www.jbs.cam.ac.uk/faculty-research/centres/risk/publications/

The National Cyber Security Centre produces guidance and publish it on their website at www.ncsc.gov.uk



Communities defeat terrorism and with the enduring terrorist threat, it is now more important than ever that everyone plays their part in tackling terrorism. Individual actions could save lives.

The latest ACT campaign was launched on the 20th March 2018. It encourages the public to help the police tackle terrorism and save lives by reporting suspicious behaviour and activity at www.gov.uk/ACT. The campaign raises awareness of the different attack planning methods that terrorists might use so the public knows some of the signs to spot and how to report any concerns. Businesses have been asked to support the campaign by: -

- ⇒ Share ACT posters and graphics in your organisation's building, display screens and public areas;
- ⇒ Place our messages on your organisation's social media accounts;
- ⇒ Provide a supportive statement from your organisation for the ACT campaign;
- ⇒ Use external newsletters, your website, blogs and other channels to signpost the public to advice on how to report suspicious activity or behaviour that could be terrorist related via www.gov.uk/ACT
- ⇒ Use staff newsletters and your intranet to signpost internal staff to advice on how to report suspicious activity or behaviour that could be terrorist related via www.gov.uk/ACT

Please contact the Counter Terrorism Policing Communications Team at nctphq.comms@met.pnn.police.uk for more information on how you can support the campaign.



Step Change Working Group Update on the Step Change Transport Working Group

Transport is a large sector to look at and there are a number of areas to cover. The issues we have identified so far have been:

- ◆ The options working group at the summit agreed to forward :
 - ◆ To look at where protective security planning has not been developed fully, particularly at locations where vehicles could be used as a method of attack and linked to the sector; such as transport hubs;
 - ◆ Formalise engagement within the transport sector, events like Step Change programme assist a great deal with this;
 - ◆ Consider regulatory standards, such as kite marks or British standards, that people need to work to which may also help to influence boards around investment;
 - ◆ The concept of having emergency plans on and off site to ensure that we are not creating a secondary target through an evacuation;
 - ◆ Consider if good practice guidance should be developed and published through a recognised source;
 - ◆ Consideration be given to the provision of tax incentives for companies to invest in protective security;
 - ◆ There is a role for groups such as Business Improvement Districts and Chambers of Commerce around how they could play a part in looking at how we could mobilise private security in an area.

Many of these areas identified will require governance around the programme in order that areas can be taken to government to consider and seek to resolve.

Step Change Working Group Update on the Step Change International and Travel Working Group

Through collaboration with the Home Office, Foreign and Commonwealth Office (FCO), and Counter Terrorism Police, a new International and travel RUN HIDE TELL video was produced.

The aim was to raise awareness across the industry, training hoteliers and suppliers on security issues in the broader context of the health and safety programme. In addition training is being developed and provided through the FCO to allow customers to make better informed decisions. With access to travel advice and linking to the RUN HIDE TELL product.

Multiple training sessions to the travel industry using CT Awareness on the business contingency side have taken place. This has been a difficult journey, and dialogue to present to industry, but building this into the wider health and safety dialogue has been successful.

The working group are looking into how they incorporate and deliver training for overseas staff, ensuring this is translated into the local language. The industries approach requires that all personnel receive the same training regardless of where they are in the world. When you book your holiday you will be handed information with the security messages along with wider relevant health and safety information.

Conversations regarding the ACT brand and having one framework will ensure a common message whether here or abroad should something happen.



Step Change Working Group Update on the Step Change Security and Resilience Working Group

Security resilience is a significant and diverse area to cover. It means many things to different people. The group recognised that 96% of businesses in London are small and medium enterprises and this means that larger businesses need to support them.

The group raised 80 areas to consider, the next step is to look at threads that run through each topic and develop focus groups. These would cover areas such as:

- ◆ **Partnering and Neighbours** - develop best practice for sharing across business to enhance relationships across all sizes;
- ◆ **Training** – develop and influence training standards for Security Industry Authority and Steward training with particular reference to counter terrorism elements;
- ◆ **Legislation** – participate and collaborate on recognised accreditation schemes for Expo dog handlers in the private sector and develop and improve relationship/compatibility between public/private sectors;
- ◆ **Communication** – develop information and engagement hub to enhance standard and impact of information flow;
- ◆ **CSAS/Vetting** – support request for re-evaluation of Community Safety Accreditation Scheme and press for Regional/National accreditation process to ensure enhanced value and simplify the administration process ;
- ◆ **Best Practice/other** – support and help develop best practices and make available to widened audience;

Moving forward, the group have agreed some milestones, short-term wins and some longer-term activities. An example would be trauma packs and how industry shares the information relating to where they are located. This is something which is already being progressed.

The group identified that knowing neighbouring businesses in the area is vital and has proved to be an important area for development. The importance of such relationships was demonstrated in the response and support shown during the incidents of last year, especially through the networking developed by Business Improvement Districts. The group want to capture that learning and be able to share it in an information pack for smaller businesses.

Key to our work is ensuring that we are moving forward with one voice. So often, when speaking to people we hear that similar work is already underway in a particular area and so we need to develop consistency. In order to achieve this, we will be looking to work closely with the Police and Security initiative.



Public – Private Partnership: Learnings from the Manchester and London Terror Attacks

The London Bridge, Bankside, South Bank and Manchester Business Improvement Districts - welcomed the opportunity to share learning with delegates and demonstrate the primary aim of Step Change: Tackling the threat from terrorism through effective public-private partnerships.

Business Improvement Districts (BIDs), are private, not-for-profit organisations tasked with delivering a range of services and projects to enhance the trading environment for local businesses. Each operates within a defined geographical area of a town or city (there are almost three hundred across the UK) and the services can be broadly categorised into: safety & security, public realm improvements, and area promotion. Funding comes from charging a mandatory levy on all commercial occupiers within the BID area which is additional to, and separate from, business rates.

The role of the BIDS in the attacks on Westminster Bridge, Manchester Arena and London Bridge/Borough Market and concludes with some key advice for the private and public sectors.

Preparation and resilience planning:

- ◆ We organise and promote CT awareness sessions alongside the police.
- ◆ Run local Security & Resilience Forums to facilitate the sharing of best practice, tabletop exercises and 'meet & greets' between the emergency services and private security teams.
- ◆ Encourage and incentivise organisations to join the local Business Crime Reduction Partnership and its 'town-link' radio network.
- ◆ Operate mass notification platforms to instantly disseminate information (particularly from the emergency services) to multiple businesses via email and SMS.
- ◆ Conduct mass movement/evacuation exercises.

During the incident:

- ◆ We immediately deployed BID-funded additional police officers and private patrol teams to the scene. A patrol team member was stationed with the police lead to relay information back to businesses via the radio network.
- ◆ Arranged for patrol teams to staff cordons and direct members of the public.
- ◆ Helped establish a minor injuries triage/clinic.
- ◆ Managed intrusive media behaviour.

Immediate aftermath and recovery:

- ◆ We provided regular updates on issues such as cordon areas and travel disruption, allowing companies to make informed business continuity decisions.
- ◆ Disseminated information on available humanitarian and welfare support.
- ◆ Acted as a conduit for queries from businesses, thus freeing up police time as we often had the relevant information and police input wasn't necessary.
- ◆ Opened our community spaces to serve as temporary office accommodation for displaced businesses.
- ◆ Represented businesses at the Local Authority's weekly Recovery Group Meetings.
- ◆ Coordinated offers of volunteering, financial donations and area promotion campaigns.

Public – Private Partnership: Learnings from the Manchester and London Terror Attacks Continued

Advice for the private sector:

- ◆ CT awareness sessions work, so encourage your staff to attend them. After the attack on Borough Market the police commented that it was clear staff at the venues had attended events and consequently knew how to protect their customers; undoubtedly saving lives.
- ◆ Don't expect to receive detailed information from the emergency services in the immediate aftermath as their priorities are casualties and managing a highly complex crime scene. Trusted news outlets and official Twitter feeds are the best sources in the short-term.
- ◆ Ensure you have a business continuity plan in place and don't be afraid to implement it. Cordons and travel restrictions will be in place, often with no certainty as to when they will end. You must therefore anticipate prolonged and significant disruption - some in the vicinity of Borough Market remained closed for 10 days.
- ◆ Consider how to help your neighbours. Do you have spare office space you can provide to those unable to access their premises? Can your hotel house displaced residents? Can you offer meeting rooms to the police for managing the investigation? Many of these arrangements can be put in place before an incident occurs.
- ◆ If you were affected, be wary of rushing back to 'business as usual'. Your property may need extensive physical repair and staff provided with long-term emotional and mental health support. Take time to assess the efficiency of your business continuity plan and immediate response.

Advice for the public sector:

- ◆ Public-private partnerships often rely heavily on personal relationships; however a more robust approach would see the private sector formally incorporated into emergency service and Local Authority response plans.
- ◆ Trust the private sector with information so that they can relieve your workload during an incident, particularly regarding local communications.
- ◆ Maintain the involvement of local policing teams during the investigation stage as they are a crucial link to the community.
- ◆ Timely, accurate information on cordon location and duration is vital – without it organisations cannot make sound business continuity decisions.
- ◆ In relation to the above, business continuity - particularly for some very small organisations - is neither well understood nor catered for. Advice, training, document templates etc need to be more readily available and centrally collated.



Precursor Chemicals



The legislation covering precursor chemicals comes from European regulation in 2013 which the UK have signed up to. It aims to strike a balance between legitimate and its illicit use, and limits the availability of certain precursor chemicals but minimises the burden on businesses and individuals. Any businesses who possess precursor chemicals have a duty to report suspicious actions and significant losses and

theft. More information can be found at: <https://www.gov.uk/guidance/precursor-chemical-licensing>

Practical steps that a business can take include:

- ◆ Identify which products are affected by suspicious transaction and significant loss and theft reporting requirements.
- ◆ Implement a system that reminds staff that a product requires suspicious transaction or loss and theft reporting.
- ◆ Be clear with staff about suspicious behaviours.
- ◆ Make sure staff know about the reporting template, or other internal company procedures, and how to report this to the police.
- ◆ Make sure the above points are in your training manual.

Businesses are able to report suspicious activity or significant losses or theft can be reported to the National Contact Point at chemical.reporting@met.pnn.police.uk or the Confidential Reporting Line on 0800 789321. Help with identifying suspicious behaviours or staff training advice to: epp@homeoffice.pnn.police.

Industry Self Delivery (ISD) Moves to eLearning

ACT CT Awareness - is the new title for the national initiative for businesses produced by Counter Terrorism Policing to protect our cities and communities from the threat of terrorism. The initiative holds briefing events where the police work in partnership with industry to encourage vigilance and improve security.

ACT CT Awareness eLearning - we are pleased to announce a significant change in the way we make CT Awareness available to your staff. On the 18th April 2018 Counter Terrorism Policing will launch **ACT CT Awareness eLearning**. This eLearning will provide nationally accredited CT guidance; helping industry to better understand and mitigate against current terrorist methodology.

Modules will include:

- ◆ Introduction to Terrorism;
- ◆ Identifying Security Vulnerabilities;
- ◆ How to identify and respond to Suspicious Behaviour ;
- ◆ What to do in the event of a Bomb Threat;
- ◆ How to identify and deal with a Suspicious Item;
- ◆ How to react to a Firearms or Weapons attack .

The registration process will be simplified for new users and existing users will be automatically accepted onto the eLearning scheme. Further details will be made available nearer to the launch date.

At the conclusion of the presentations by the Step Change Working Groups, Sir David Veness



“Let me firstly update you on progress with Cross Sector Safety & Communications (CSSC) and what has been achieved since we last met. We have upgraded and modernised the website which is attracting more visitors. This is combined with a national roll out through the development of regional hubs. The good dimension of the regional implementation is that it is linked with CTU Regions across the UK, and even better, it is also linked with the business crime arrangements within those regions through the National Business Crime Centre (NBCC). There is always scope for more private sector supporters for the regional effort.

In terms of where CSSC is in health, I believe that the core mission of delivering timely, accurate and actionable information is being achieved and in my view is being delivered better than at any time since 2012 when we had the fully staffed hub during the Olympics and Paralympics. There is no doubt that CSSC is an effective communication platform and mass messaging mechanism, but it is also important to understand what it is not. It is not resourced or mandated to provide a business engagement programme for a Step Change in corporate, public and national security. That is why the Step Change programme is necessary and is supported by CSSC and a myriad of other organisations.

In the reports today, I think we have heard the ingredients of an enhanced business engagement programme and, importantly, what a national structure could be. The common themes we have heard are of co-ordination, inclusion, reduction of duplication and no overlap. The role of key bodies has been emphasised such as the Police and Security Initiative (PaS), the Security Industry Authority (SIA) and a wide range of business representative bodies and important entities such as the Federation of Small Businesses (FSB) and the national network of Chambers of Commerce. The need for close co-ordination and liaison has been constantly stressed and, importantly, at the local level as well as at the national and regional tiers working with partners and neighbours sharing best practice and prior preparation and planning. Also highlighted are legislation, accreditation, standards, training and skills transfer, particularly for officers who have acquired skills during their service and are now applying them in the private sector to the greater benefit of all.

More controversially, we have heard of the need for more central government pro-activity. What we need is audible support, practical assistance and also achievable measures to incentivise the reality of greater business security self-help. This is part of a deal, we are not going to get the private sector to take on more of the burden of central government security responsibility without a commensurate partnership contribution from central government itself.

Finally, the emerging shape of a national, regional, local and district structure which I think ranges from the truly national level where we have got NCTPHQ, PaS and others. At the regional tier, we have the various CT Units. At the local and district level, we have such entities as Business Crime Reduction Partnerships, BIDs and Community Safety Forums. The local and district activities are emerging as increasingly significant and valuable assets.

If I may submit, the key challenges to fully effective business engagement have hitherto been outreach to all the relevant bodies to attain effective co-ordination and the need for private sector actors to move from the passive to the positive.

The Step Change programme has produced welcome progress on both these challenges and the emerging structure has great potential. When we convened at the first Summit in July last year, the degree of business engagement was more opaque and the shape and contours of a business engagement structure, particularly nationally, was less distinct. I think we can confidentially assert that at the beginning of 2018 both aspects have moved significantly forward and encouraging new linkages have become much clearer. That is good news. So my report on the progress to date and the summary on the working groups ends on a positive and optimistic note”.

NBCC Business Crime Corner

Spring into action - and save more than money

When the National Business Crime Centre was launched last year, its main focus was on helping businesses save costs by preventing crime. After a few months it's becoming clear that smart strategies can also save lives.

It's not an exaggeration. The NBCC has seen several examples of where stopping shoplifting has prevented a violent crime; another where a victim of child sexual exploitation was identified.

It highlights how even the most basic staff training can help prevent the most serious offences. A knife stolen from a shop's shelf might represent a few pounds of lost revenue to a business, but could lead to a lost life later on. Even something as simple as making sure all the staff know the address of where they work can save valuable time when making an emergency call.

The NBCC exists to offer this sort of support and advice to businesses, sharing good practice, experiences and news from both police forces and industry. With these months at the beginning of the year being traditionally quiet for most businesses, perhaps it's the right season to 'Spring' into action, making sure your staff are ready to prevent crime and prepared to cope if the worst should happen.

Where should you start? Try and identify the potential risks to your business and staff and think how you can mitigate them. Check the equipment you have is working properly and is being used in the most effective way. Are those CCTV cameras pointing in the right direction? Is there a way for staff to report suspicious activity? Do your employees all know what their responsibilities are?

Make sure it's clear who should be in charge and run through different scenarios so everyone instinctively knows what to do. It's a good idea to make sure your contact lists are up-to-date too - many are years old and no one realises until it's too late!

One incredibly effective way to deter thieves and welcome honest customers is now being used by many major retailers. Simply adding a 'Meet and Greet' person on main entrances to your premises lets customers and visitors know that they have been acknowledged and recognised. In addition to having a psychological effect on potential thieves, having staff 'on the ground' means they can spot things which cameras can't.

Smaller businesses need to be vigilant too, especially if there's only one person working alone. Ensure anyone on their own knows how to keep themselves and the business safe. Make sure they 'check in' regularly with family or colleagues to let them know they are safe and well.

Also think about getting together with your neighbouring businesses to share information and ideas. Is there a business crime reduction partnership (BCRP) in your area? They might be 'the competition' but they can also be your best friend, warning of impending trouble and allowing you to pool resources to fight crime and discourage anti-social behaviour.

Recent successful partnerships where information was shared between businesses and the police not only resulted in arrests and recovery of high-value stock but also identified a victim of child sexual exploitation, demonstrating the tangled web of crime. Tackling low level offences often has much bigger implications.

If you need more advice or inspiration then head over to the NBCC website: <https://nbcc.police.uk/> and keep an eye out for news of the events it will be organising throughout the country. Topics will include Violence Reduction, Cyber & Fraud Protection and Rural Crime Prevention. Signing up could save more than just money.

