



Security Industry Authority

SIA Approved Contractor Scheme  
Standard Definition  
February 2006

## Table of Contents

|   |    |
|---|----|
| Background.....                                       | 3  |
| ACS Standard - Criteria and Indicators.....           | 7  |
| Criterion 1 – Strategy .....                          | 8  |
| Criterion 2 – Processes .....                         | 9  |
| Criterion 3 – Commercial Relationship Management..... | 10 |
| Criterion 4 – Financial Management .....              | 11 |
| Criterion 5 – Resources .....                         | 12 |
| Criterion 6 – People .....                            | 13 |
| Criterion 7 – Leadership .....                        | 14 |
| Criterion 8 – Corporate Social Responsibility .....   | 15 |
| Criterion 9 – Results .....                           | 16 |

Background

## Background

The Private Security Industry Act 2001 requires the SIA to “establish a voluntary system of inspection of providers of security services, under which those which satisfactorily meet the agreed standards may be registered as approved, and may advertise themselves as such”.

The Act does not specify the exact nature of the approval scheme nor how it should operate.

### The aim of the SIA is to:

- increase the public trust and confidence in the private security industry by setting and maintaining standards of probity and improving the professionalism and opportunities for all those who work in the industry
- encourage businesses in the industry to improve their standards by creating a framework for developing, promoting and spreading best practice
  - Approved Contractor Scheme that is coveted by contractors and widely recognised as “hallmarks” of quality by customers
  - A private security industry that the public recognises continually drives up its own professionalism and performance
- create a security industry centre of knowledge and expertise which enable and encourages effective industry development and investment
- strengthen the extended police family by encouraging and supporting further engagement of the private security industry

The first of these aims is addressed through the licensing programme whilst the second is addressed through the implementation of the ACS Standard.

There are a number of standards and business improvement models that currently exist, both internationally and within the UK. The most widely recognised of these are ISO9001:2000, the European Foundation for Quality Management's (EFQM) Excellence Model™ and the Baldrige Model. Each model identifies its own principles that can be used by senior management to move the organisation towards improved performance in all areas but especially in service delivery and customer satisfaction. There is a close match between them all. In addition there are the British Standards applicable to the Private Security Industry.

The ACS Standard has been developed with a wide scope encompassing all aspects of a business. It provides a holistic view of how well an organisation is being managed and how well it services its customers and treats its employees. It encompasses the requirements of the relevant British Standards, ISO9001:2000 and other management practices considered to demonstrate 'good practice'. However the ACS Standard is unique and organisations are not required to be accredited to ISO9001:2000 or any other accreditation body in order to meet the ACS requirements. To assist organisations that are accredited to ISO9001:2000, or those who have developed their business around the requirements of the British Standards, the ACS Standard has been cross referenced accordingly in each section.

## Background

The ACS Standard consists of a nine criteria underneath each of which sits a number of indicators of good practice.

1. Strategy
2. Processes
3. Commercial Relationship Management
4. Financial Management
5. Resources
6. People
7. Leadership
8. Corporate Social Responsibility
9. Results

An organisation will have to demonstrate adherence to the indicators in order to become an SIA Approved Contractor.

### IMPORTANT NOTE:

The ACS Standard Definition relates directly to option 4 and could also be used to assess external accreditations under option 3 as outlined in the RIA document.

ACS Standard  
Criteria and Indicators

## Criteria and Indicators

### Criterion 1 – Strategy

An SIA Approved Contractor has clear strategic direction enabling it to deliver value to all stakeholders.

**The SIA Approved Contractor can demonstrate:**

- 1.1** An approach to business that enables delivery of value to all stakeholders
- 1.2** That they have clear policies for the delivery of service to required standards
- 1.3** That they have a coherent plan for the business which is regularly reviewed
- 1.4** That they have an effective internal and external communications strategy

## Criterion 2 – Processes

An SIA Approved Contractor has robust processes in place that ensure a high standard of service delivery to its customers and stakeholders.

### **The SIA Approved Contractor can demonstrate:**

- 2.1** That it has identified and understands its key service delivery processes
- 2.2** That it has a sound plan to ensure continuity of service delivery
- 2.3** That it has processes in place to identify customer needs
- 2.4** That it has processes in place to monitor and manage service delivery to both customers and consumers
- 2.5** That it has a process in place to improve its processes to the benefit of all stakeholders

## Criteria and Indicators

### Criterion 3 – Commercial Relationship Management

An SIA Approved Contractor promotes robust and transparent commercial relationships with its customers, consumers and suppliers founded on mutual trust and respect.

**The SIA Approved Contractor can demonstrate:**

- 3.1** How it manages the procurement of goods and services from its suppliers and monitors its ongoing performance
- 3.2** How it offers professional advice to its customers on the delivery of appropriate services consistent with the organisation's strategy and business ethics
- 3.3** How it manages relationships with customers
- 3.4** How it manages relationships with consumers

## Criterion 4 – Financial Management

An SIA Approved Contractor is financially viable with sufficient resources to meet its current and future obligations.

**The SIA Approved Contractor can demonstrate:**

- 4.1** That it has suitable financial resources to manage its financial obligations
- 4.2** Strong financial processes to safeguard the interests of its stakeholders
- 4.3** That it carries the required business insurance
- 4.4** That it understands the market place and has financial plans to meet its strategic direction

## Criteria and Indicators

### Criterion 5 – Resources

An SIA Approved Contractor has sufficient technical resources to sustain its business meeting the relevant industry standards.

**The SIA Approved Contractor can demonstrate:**

- 5.1** That it has effective management information systems for all aspects of its business with appropriate back-ups and contingencies
- 5.2** That it has the required premises, procedures and equipment to conduct business effectively

## Criterion 6 – People

An SIA Approved Contractor develops and implements plans to ensure its people are suitably trained, developed and cared for:

**The SIA Approved Contractor can demonstrate:**

- 6.1** That it manages its human resources through clear policies and procedures
- 6.2** That it trains and develops its people to deliver customer satisfaction and added value to an agreed standard
- 6.3** That its people are provided with appropriate benefits and welfare arrangements
- 6.4** That it has an appraisal and development system that encourages its employees to improve themselves
- 6.5** That it meets the requirements of the Working Time Directive

## Criteria and Indicators

### Criterion 7 – Leadership

An SIA Approved Contractor has effective leadership.

**The SIA Approved Contractor can demonstrate:**

- 7.1** That the leaders have the knowledge and ability to lead from the front
- 7.2** That the leaders review and improve the effectiveness of their leadership skills
- 7.3** That the leaders develop a culture of openness
- 7.4** That the leaders develop and implement an effective management system that continually improves the organisation and its performance

## Criterion 8 – Corporate Social Responsibility

An SIA Approved Contractor recognises and acts on its corporate social responsibility.

**The SIA Approved Contractor can demonstrate:**

- 8.1** That it actively manages the impact of its services on society
- 8.2** That it manages waste and non renewable resources in a socially responsible way

## Criteria and Indicators

### Criterion 9 – Results

An SIA Approved Contractor measures, understands and improves its achievements in relation to all stakeholders and adopts a continual improvement policy.

**The SIA Approved Contractor can demonstrate:**

- 9.1 That it internally measures and improves performance against key customer and consumer indicators
- 9.2 That it measures and improves both customer and consumer perception of their organisation, its people and its services
- 9.3 That it measures and improves performance against key employee indicators
- 9.4 That it measures and improves employee perception of the organisation and their role within it
- 9.5 That it measures and improves performance against key indicators against the way in which it supports the community and the environment in which it operates
- 9.6 That it measures and improves performance against key outcomes and financial indicators critical to the business

