



Security Industry Authority

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# A Common Purpose: Raising Standards in the Private Security Industry (15 June 2010) – Notes

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## Introduction

***Notes from the 'A Common Purpose: Raising Standards in the Private Security Industry' conference held on 15 June 2010***

These summary notes reflect the collated views of those who attended the network meeting, a list of whom can be found in the appendix.

It is acknowledged that each delegate has a different view and does not necessarily agree with each point, however all views and suggestions have been recorded.

It is noted that the ideas and suggestions recorded do not represent agreements, nor do they represent the view of the SIA. The SIA may disagree or agree with the views and suggestions of the conference.

## Summary of the Day

Hazel Russel welcomed delegates to the annual conference, 'A Common Purpose: Raising Standards in the Private Security Industry', at the Kings Fund, London.

SIA Chair, Baroness Ruth Henig opened the conference with a keynote speech to delegates, focusing on the importance of working closely with partners in the private security industry. A copy of her speech and other material from the day is available on our website.

Website link:

- [www.sia.homeoffice.gov.uk/conference](http://www.sia.homeoffice.gov.uk/conference)

The first session opened with a presentation from Russel Kerr of SecuriGroup. Russel talked to delegates about SecuriGroup's experience of the SIA and the approved contractor scheme, examples of added value SecuriGroup offers and partnership working.

Andrew Nicholls from Mitchells and Butlers gave a purchaser's perspective of buying private security, touching on how Mitchells and Butlers manage the work, what can go wrong, how they support security suppliers and the importance of treating door supervisors as part of their own operation.

Alan Brown from Tesco spoke to delegates about Tesco's approach to buying security and the important role security plays in maintaining a retail presence. Alan spoke to delegates about the challenges Tesco faces in always trying to provide greater value to the customer, and the need for a best value approach rather than the cheapest security available, which requires a partnership between Tesco and security providers. Alan finished by saying that Tesco wants to do business with partners who are knowledgeable and who can help develop Tesco's business – and at the same time wants to help security providers develop theirs.

The second session opened with a presentation from Hilde De Clerk from the Confederation of European Security Services (CoESS). Hilde spoke to delegates about: the organisation and structure of CoESS; private security and regulation in Europe; national and international standards; the challenges the security industry faces in Europe; integration with international co-operation groups and working relationships with other national security bodies outside Europe.

Iwona Kossek from Nottingham City Council talked to delegates about Nottingham's night-time economy and the achievements they have made in Nottingham through partnership working with the council, police, Nottingham Businesses Against Crime (NBAC) and Nottingham's Doorwatch.

DCC Mike Barton from Durham Police followed Iwona with a case study of partnership working in the night-time economy in Durham, giving delegates an insight into Durham's Best Bar Non Scheme.

Bill Butler, Chief Executive of the SIA, closed the conference by reflecting on the day's main themes. Bill talked about the importance of training and training that is relevant the organisation an individual works in; the importance of partnership working; and communication between security providers, buyers and users of security, and the individual doing the work. Bill also talked about the violence those working in the private security industry face; consistency in the private security industries across European; and crime, and in particular organised crime, in the private security industry. Bill also reflected on the SIA's achievements and the new targets for processing licences, which are reported on our website.

Website link:

- [www.sia.homeoffice.gov.uk/pages/licensing-stats-intro.aspx](http://www.sia.homeoffice.gov.uk/pages/licensing-stats-intro.aspx)

Bill told delegates that the SIA wants to help the industry to continue making improvements in the private security industry but took back the SIA's promise to create a 'golden age' in the security industry. Bill touched on the future of regulation and the importance of engaging more with the buyers and users of security and told delegates that the SIA was committed to holding the licence application fee at £245 until 2012.

## Questions to Speakers

### Questions to first session speakers

**1. Alan, you mentioned in your presentation the Tesco culture of trying to reduce costs but in the same breath you were talking about raising the standards of guarding teams – how can you reconcile that culture of stripping out costs and overheads but raising standards of service?**

Alan Brown: I think it goes back to being clear about what we expect in the first place. The reason why security is vulnerable to cost being stripped out is because we're not clear about what we want in the first place, we don't set that expectation and that standard and we're not clear about the value it brings to the business. We have to stop the anecdotal war stories about poor performance. We have to be very clear that we manage the performance of our security and we have to be very clear about the benefits and the value it brings. That is something that I think security has not been good at, because it is a difficult challenge but if we're not clear about the value it brings we are on a race to the bottom, seeking to strip money out. That's not to say we shouldn't try and be more efficient or that we shouldn't use technology but we should also be looking to improve security and improve the environment for customers and for staff. It's a big challenge but it start with being clear about what we want from the security provider, how it will be delivered, and be capable of how we can prove that service has been delivered and that we've provided value to the business.

**2. Alan and Andrew, from the perspective of your businesses and being clear about what you're trying to buy and the quality of what you expect, do you compare business metrics such as levels of loss in a store or violence in a particular outlet with particular suppliers and the expectations of service that you are getting from them?**

Andrew Nicholls: I think the issue for us would be levels of violence, and a few other smaller issues such as enforcement. We do look at it and in the main it's not down to a supplier, it is down perhaps to an individual who's not right for the job, and we have to look at dealing with that issue. Occasionally there may be a problem in a particular area, because of local issues and it may be more difficult area to work in that area than in others.

Alan Brown: It's not a straightforward comparison because there are a number of variables: size of store, location, hours it trades and the time of the year such as Christmas because of the scale of the trading. We do keep some high level assessments in terms of how our stores perform which leads to questions and engagement with the store – we effectively review the protection plan make sure it's right for the store part of that will be informal and formal assessments of security provision. It isn't quite as simple as being able to compare apples with apples there is an element of comparing apples with oranges.

**3. Russel, how do you work with purchasers to enable them to buy on quality rather than price?**

Russel Kerr: It is very difficult, I spoke today about innovative ideas and value added services we try to provide but it is very difficult when trying to balance value for money. It was interesting to hear from Alan that value for money rather than cheapest price is the way Tesco may go. A lot of the innovative ideas are often swallowed up as an expectation so it is very difficult for us.

Alan Brown: I think Russel's response is a pretty accurate assessment. We're not an easy company to do business with as there is always a pressure of buy for less. When you apply that regime to goods for sale there is always a quality element, there is quite a significant part of the business that is always assessing quality, which is not the case when

purchasing a service – but it should be, because if not we are headed in a race to the bottom. If we're just providing someone in a uniform who is not integrated into the store or properly trained, you could then start to say ask what value they are providing, which would lead to even less money being put forward to provide security. It is a challenge but unless we start to up our game we could find ourselves in a different position than we currently are.

**4. Russel, leading a model company how do you react to purchasers when they want your guards to work more than 48 hours a week?**

Russel Kerr: That's a difficult predicament – we need to be flexible in how we deploy staff. It's a difficult balance because we, as an organisation, have a corporate and social responsibility to our employees: we need to make sure we are giving them the best terms and conditions and often in a procurement scenario the most basic terms and conditions an employee has are the first things to be eroded. We see numerous employees providing front line services who are on minimum pay rates, statutory minimum for holiday and sick and the 48 hour rule is one that is almost non-existent now because we have had to move with the will of the procurer.

**5. We have heard some enlightened views from the panel on the procurement imperative – but many of our [British Security Industry Association] members would say these views are not widely shared amongst the purchasing community and I wonder if it is worth opening an industry-wide debate with the purchasing representative body and the retailers consortium to try and develop that and share common experiences to work together to develop some criteria where quality is properly valued. Can Andrew and Allan help us broker that dialogue?**

Alan Brown: I'm very happy to be engaged to try and raise the standards and work in all aspects of the security business. I see that as being a really important point in making sure that security does what it says on the tin. I believe that procurement is the fundamental first step and if we don't get that right we're in trouble.

Andrew Nicholls: I would certainly be happy to help, as I'm sure some of my colleagues would. I think the interesting thing is it doesn't stop at the employment of door staff, it is actually the whole security package. Organisations such as Tesco and ourselves specify everything, from the chairs to the ashtrays, and the one thing we weren't specifying was the supply of security staff and I think that's a critical step that we have to take in the future.

**6. Alan and Andrew, you both have very strong brands and brand awareness but how does the security provision you purchase become entrenched in your branding and is there a temptation to go in-house in order to bring those services to the standards and engage with your business in a much more direct manner?**

Alan Brown: Tesco has a 50:50 provision in relation to our guarding and also has a track record of bringing things inside. We were tempted to take all security in-house but we are not a security company, we are a retail company. What is important is looking for good partners to make sure our security is the right standard with the right calibre and quality of people, to provide that key environment for our customers and staff. I think it would be counter-productive to raisings the standards to bring everything in-house – I certainly see the quality of guarding rising now and in the future. But if a guard does create a problem or hasn't behaved appropriately it is Tesco that will get the bad press. Our brand is intrinsically linked with the security, which is another good reason for making sure we are clear about what we expect from the security provision.

Andrew Nicholls: Culturally it starts when you first interview a supplier. When you've established a successful brand you are going to ring fence that in every way possible. It is always interesting to ask suppliers to tell us about our businesses, for example ask them to tell us what a Scream pub is or a Harvester restaurant, and if they've done their research

they will know. The next step is looking at what the induction is for the individual door supervisor, for example going from a nightclub to the completely different environment of a Harvester restaurant, the individual needs to know what house rules are at that venue, which exits to use and so forth. We have developed an induction training package to cover that and we see that as absolutely critical.

***7. To what extent do you think that the real need going forward is to change the perception of security more generally in business and what role the SIA might have in that and how else it might be done? My thought in that is that if business leaders see security as important it would perhaps be the most fundamental point of change rather than them seeing security as an unwelcome cost on the bottom line.***

Russel Kerr: We have been quite fortunate that the procurers we've dealt with in the past have been quite well informed but what I have recognised recently, which is perhaps a symptom of the economic downturn, is new procurers with little background information about the product they're buying. It is becoming an increasing challenge: the procurers who are putting out tenders for a new contract are moving from one project to the next – buying shelves in one project and then the next security and then cash registers. There is a balance in educating procurers and not being too frightening because we are stuck between a rock and a hard place. The rock is the buyer and the hard place is convincing the staff to work at that pay rate you're left with. In regards to what role the SIA might have in that, we need to be careful not to lose sight of what the SIA is here to do. The education of procurers, buyers and end users is really the industry's job. I welcome the comments from the BSIA that the industry needs to look at building relationships with competitors; there is a will for security organisations to get together to educate and support from procurers would be very welcome.

Andrew Nicholls: It is not just security that is under pressure in business, it is every single element; any bottom line charge will always have an effect and someone will always challenge it, and when it's necessary to take cost out of a business then it's critical. Of course there is a degree in explaining, in any large organisation, the importance of having security and what the right security can achieve. You have to make sure you have the right facility doing the right role, you have to look very critically at that detail, and if you're efficient you can rota very carefully and that's where you can save cost.

Alan Brown: I think it's a very valid point that you really need to get the business leaders, the people who are providing direction, the standards and values of the business, on side. But it's not a straightforward conversation because there is always a downward pressure on cost. We need to prove the link between what we deliver and the value it brings to the businesses that use it. We also need to get better at explaining to the business leaders that the environment in which businesses trade has changed. I have been at Tesco for four years and in those four years there have been some significant changes such as the SIA having a greater role, a change in the attitude of people who look at how we trade such as the Information Commissioner, environmental health, those who look to make sure businesses operate properly; and we need to communicate that change to the people who are leading the businesses.

## **Questions to second session speakers**

***1. Mike, thinking about joint partnership, do you think there's an increased role for door supervisors to play within the night time economy in terms of better working relations with the police?***

Mike Barton: Yes, I was reflecting on Best Bar None, we had been operating the scheme for two or three years and there wasn't a category for the best door supervisor. We have now decided to look at including a category for best door supervisor, and we have just been going through how we will select them. As I have already indicated it was the door



supervisors who flushed out under-performing police officers. Culturally door supervisors are woven in to policing but we want to make that more overt and reward and recognise the work of door supervisors. We've got really good partnerships in the North East and they're absolutely crucial.

***2. Hilde, can I ask you about the involvement of insurance companies and insurance industry in Europe, which I would've thought are a vital part of what we're all trying to do?***

Hilde De Clerck: We keep close contact with the insurance industry, it is very important for us. There are many countries where there is regulation on what insurance private security companies must have, which is often different for different activities. What is becoming more of a problem is the issue of third party liability for acts of terrorism. There is no solution yet available as acts of war or acts of terrorism are something that when private security is involved no insurer wants to insure. As such we are working with airport and aviation security and insurance companies on third party liability to find alternative ways, whether it is setting up a fund or a cascade system of liabilities. There is no solution in sight yet – it will be a long fight to find a reasonably balanced solution to solve that problem. At the moment, if private security companies are involved in a major catastrophe they would not be able to face up to all their third party liability.

***3. Hilde, where I can understand the role of the European parliament in empowering a body like CoESS to accredit wouldn't it introduce enormous inflexibility if the parliament or the commission start to get involved in standards?***

Hilde De Clerck: Regulating on private security is not such a crazy idea. When the European parliament adopted the directive on services in the internal market, they considered the private security industry as a commercial services segment like any other service you can find in Europe and originally security services was to be included in the scope of the directive thus saying that private security services would be liberated in Europe. If you are liberating or saying what the private security industry should look like when a provider is establishing themselves in a new country or is providing services on a temporary basis in a new country, which were the two principles of the directive, then it is regulation of the private security industry, it is, in a formal way, bringing it explicitly under the main treaties of the European Communities. We at CoESS said that we are not ready to do that as security regulation is different in each country and it would create problems in trying to guarantee the quality and create unfair competition, as such the market would not be able to regulate itself because in the country of origin you would still have different entrance conditions. The Services Directive adopted at the end of 2006 clearly states that the private security industry and cash and valuable in transit are temporarily excluded from the directive. There will be an assessment at the end of 2010 by the European Commission to see whether it will propose further vertical harmonisation for the private security sector.

## Appendix: List of Attendees

Company	Name
Werner du Plessis	Adonai Security UK Ltd
Richard Bailey	Advance Security
Donna Alexander	Advance Security
Thomas McAleese	Aimita Corporation
Philip Williams	Akita Security Services
Stewart Brown	All Secure Limited
John Lockhart	All Secure Limited
John Sives	All Secure Limited
Ken Lawton	Alpha Omega Securities Ltd
Kaye Hollinshead	Alpha Omega Securities Ltd
Derrick Burgess	Apex Risk Management Ltd
Phillip Perkins	Apex Risk Management Ltd
James Minty	Aspers Casino
Tony Imossi	Association of British Investigators
Ernie Stonehouse	At Ease Security Services Ltd
Brian Sweeting	Axis Security
Katherine Tooley	Axis Security
David Cox	Bank of England
Mark Loftin	Beacon Services UK Ltd
Andy Tish	Bisio Training
Patrick Troy	British Parking Association
Peter Pitts	British Standards Institution

Company	Name
Rob Stickland	Broadgate Estates
Vernon Thomas	Broadgate Estates
Christine Brooks	BSIA
James Kelly	BSIA
Stuart Lowden	BSIA
Chris Pinder	BSIA
Tim Thomas	BSIA
Chris Stebbing	C S Group Ltd
Debbie Burrows	Cardinal Group
Amy Cruickshank	Cardinal Group
Bryn Taylor	Cardinal Group
Alfie Barnes	Carisway Facilities Management
Mike White	Charter Security
Mathew Cook	Churchill Security Ltd
Adam Turton	Churchill Security Ltd
Neill Catton	CIS Security Ltd
Amanda McClousky	CIS Security Ltd
Francis Cole	Cole Security Services Ltd
Mandy Singh	Cole Security Services Ltd
Mark Blake	Colton-Blake Ltd
Peter French	Company of Security Professionals
Paul Fitzpatrick	Compass Group
Michael Bullock	Compass Group
Deborah Pitcher	Compass Group

Company	Name
Ruth Gaston	Complete Property Security
Hilde De Clerck	Confederation of European Security Services (CoESS)
S Puyitharan	Contract Security Services
Angus Gribbon	Control Risks
Petra Milecová	Corps Security
Sarah Bedford	Crimestoppers
Sinead Donoghue	Crimestoppers
Michael Laurie	Crimestoppers
Tina Nuttall	Danhouse Security
Mike Barton	Durham Police
Stuart Edwards	DVLA
Peter Clark	Ealing Council
Teresa O'Neill	Ecovert FM
Debbie Mallinson	EDI
Mick Richardson	Emcor
Martin Segal	Emcor
Peter Jeran	Europa Services
Ian Pugh	Europa Services
Terry Clarke	Eurotech Monitoring
Kevin Riley	Eurotech Monitoring
Chris Samuels	Extra Mile Training
Valerie Dale	G4S
Sarah Gualtieri	G4S
Andrew Osbourne	G4S

Company	Name
Robert Thomson	G4S
John Coleman	GBM Services Ltd
Angela Roberts	GBM Services Ltd
Chris Daniels	Highfield Awarding Body
Andy Walker	Highfield Awarding Body
Douglas Lethbridge	Hillsong Church
Wikus Nortje	Hillsong Church
David Barratt	IPSA
Justin Bentley	IPSA
Ged Murphy	JD Wetherspoon
John Lane	John Lane Business Consulting
Jon Schofield	JS Facilities Group
John Search	JS Facilities Group
Terry Hanley	Knightsbridge Guarding
Sandrine Lee	Knightsbridge Guarding
Kevin Faulkner	Lambeth College
Robert Little	Leeds City College
Frank Baker	Liverpool One
Ronald Rowley	London Borough of Camden
Trevor Barnes	Marina Developments Ltd
Paul Caddy	Marston Group Ltd
Russ Poulter	Marston Group Ltd
Bill Fox	Maybo Ltd
Tony Jackson	MDPGA

Company	Name
Olaiya Adekunle Adeleke	Meg Ventures Limited
Andrew Nicholls	Mitchells & Butlers
Emma Thomas	Mitchells & Butlers
David Wray	MOD Guard Service
Steve Hill	NASDU
Ian Fox	National Doorwatch
Andrew White	National Security Inspectorate
Gavin Greenlees	Northern Ireland Office
Steven McCourt	Northern Ireland Office
Iwona Kossek	Nottingham City
Kay Aitkin	NSI
Bill Gray	NSI
Jot Engelbrecht	Octavian Continental
Sam Singh	Octavian Continental
Peter Gooch	OLG Security Services Ltd
Gerry O'Mara	OLG Security Services Ltd
Martin Gill	Perpetuity Research & Consultancy International (PRCI) Ltd
Simon Edwards	Pfizer Ltd
Ben Hollands	Pfizer Ltd
Steve Howe	Phoenix Security
Neill Winch	Phoenix Security
Marcia Bourne	Post Office
Una Riley	Professional Security Magazine
Mark Amphlett	Radius

Company	Name
Tony Luby	Radius
Mark Rissen	Resource (UK) Limited
Katina Sheehan	Resource (UK) Limited
David St John-Claire	Resource (UK) Limited
Peter Whyte	Resource (UK) Limited
Desmond Hewitt	S2G Limited
Jonathan Barclay	Safeguard Associates
Kevin Stokes	Securak
Russel Kerr	SecuriGroup
David Barlow	Securitas Security Services Ltd
Shaun Bennett	Securitas Security Services Ltd
Malcolm Cheshire	Security Benefolent Fund
Brian Sims	Security Management Today
Michael Marshall	Shop Direct Home Shopping
Bill Butler	SIA
Amelia Fitzsimmons	SIA
Oliver Bogue	SIA
Ruth Henig	SIA
Robert Buxton	SIA
Christy Hopkins	SIA
Karimah Pedro	SIA
Terry Robertson	SIA
Tony Holyland	SIA
Simi Bath	SIA

Company	Name
Eddie Weiss	SIA
Elizabeth Ashley	SIA
Siana Bretherton	SIA
Nick Smith	SIA
Dave Humphries	SIA
Hazel Russell	SIA
Andrew Shephard	SIA
Pam Cartledge	SIA
Jody Parker	SIA
Wendy Towers	SIA
Bill Matthews	SIA
Linda Sharpe	SIA
Jessica Clinkett	SIA
Sue Hawkins	Skills for Security
Jane Urquhart	Skills for Security
David Greer	Skills for Security
Simon Pears	Sodexo Ltd
Kathy Ridguard	Sodexo Ltd
Steve Williams	South Wales Police
Lyndon Brown	Southampton Solent University
Adrian Maxey	Southampton Solent University
Adrian Elliott	Southern Court Securities
Brian Buggy	SS1 Security Ltd
Geoff Rendall	SSAIB



Company	Name
Lynn Watts-Plumpkin	SSAIB
Demi Koullas	SSR
Brendan McGlinchey	St Mary's Training Centre Ltd
Margaret Sainsbury	St Mary's Training Centre Ltd
Nigel Thomas	St Mary's Training Centre Ltd
Lorriane Fettes	Strathclyde Police
Joe McKearns	Strathclyde Police
Graham Mayo	Strathclyde Police
Kelly Mansbridge	T-Class Security Ltd
David Sogeke	Ted-Johnson Security Ltd
Alan Brown	Tesco
Atiha Dar	The Oracle Shopping Centre
Andy Salmon	The Oracle Shopping Centre
Mike Bluestone	The Security Institute
Carly Huckle	The Security Institute
Stacey Marsh	Total Training Consultancy Ltd
Steven Thomas	Total Training Consultancy Ltd
Antony Hatton	Turner Facility Management
Neil Hurlstone	Turner Facility Management
Ian Meredith	Turner Facility Management
Tony Clarke	UK Security Facilities Ltd
Mark Harding	UKCMA
Paul Griffin	Unitrust Protection Services
Adam White	University of Sheffield

Company	Name
Cyril Deeming	Valley Watch
Paul Howe	Venture Security
Bill Muskin	VSG
Peter Swordy	Wembley National Stadium Ltd
Jean Lee	Westgrove Support Services
Paul Brown	Wilplan Training
James Henderson	
Paul McMillan	