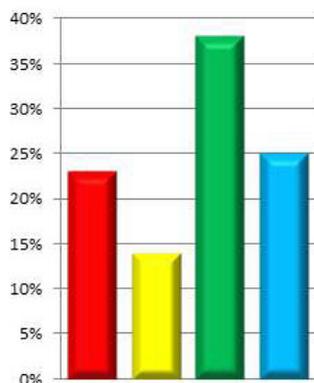


## WHO MAKES A GOOD SECURITY OFFICER?

What type of person do you think makes the ideal security officer? What is the personality of the person at the desk you say goodnight to as you leave your office block? Is he a similar type of person to the man patrolling the building site down the road at 2am with his guard dog?



We have carried out some extensive research, with the aim to help recruitment in the security industry which has traditionally had a high staff turnover; the role of security officer is not seen as a long term career choice, but is often a stop gap until something different comes along. We wanted to see if this can change, so we embarked upon a research project with our partner company I-comment 360.

We asked a large number of companies in the industry to ask their staff to complete our personality questionnaire. Those completing the questionnaire got a free one page report, which was also provided to their employers, to use for team building activities. We collated and analysed the results, asking the participating firms to flag which employees had been in the industry for more than two years, which were long serving employees (with the company for five years or more) and which were supervisor or management grade staff.

The results really were interesting! But, before we tell you about that, we have to stress that, although we were finding out the typical profile of a long serving security officer and one that will progress in his or her career to management level, we are not saying that every security officer must be like that. If personality profiling is used at interview stage, the candidate who matches the typical profile may be well suited to the job, but the candidate with the opposite psychological profile may also become a good security officer. A candidate whose profile does not match what you think you are looking for may just need more probing questions as to how he or she would deal with certain situations.

For example, if you are looking for someone to fill a role that requires sticking to a set process then a person with strong Blue energy would appear to be well suited, and you would ask the Yellow candidate what they would do to get the job done quicker, when a deviation from process appears. It may also be necessary to have more follow-up questions on this matter to ensure that the Yellow understands the importance of the process and for you to feel confident that they will follow it.

So what did we find out? Overall, the predominant colour energy of staff taking part in our research was Green. The proportion of respondents with high Green energy was even higher when comparing those with over 2 years' service to those with over 5 years' service, almost three quarters of them had Green as their predominant colour energy. One of the attributes of those with high Green energy is the ability to stick with something when they have started, so the fact that Green increases with length of service is not unexpected. The Green's ability to understand others and their strong sense of duty also seem to fit well with the role of security officer.

Blue was the second most predominant colour energy shown, showing that Blue traits, such as attention to detail and ability to follow procedures, are also important in the security industry. Red energy was the third most popular top colour energy and the incidence of Red increased in relation to those in supervisory or management roles; this is to be expected as Red's push themselves forwards, are driven and ambitious and will strive to climb the career ladder.

Yellow energy was the least common in the security industry personnel and those with high Yellow energy tended to have been in the industry for less time and to be in lower grade positions. Yellows are open-minded, free-spirited, spontaneous and imaginative and these are not traits that we associate with a security job; however, that is not to say that a Yellow cannot make a good security officer - they will just approach it in a slightly different way.

Obviously, there are no right or wrong personalities that may make a good employee; however, understanding how they would deal with situations that are not playing to their strengths is the key.

We believe that the industry must use more positive ways and be more particular as to who they recruit, in order for it to raise its standard and this is one support system that could help.

The individual profiles are completed on line, the report is with you in less than 5 minutes and prices start at just £9.50 plus VAT per report. To view the sample reports go to [www.fmcontractwatch.co.uk](http://www.fmcontractwatch.co.uk)

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## The benchmark is raised for membership of ACS Pacesetters

As continual improvement is central to the Approved Contract Scheme, the benchmark for membership of The ACS Pacesetters has now increased to +128, effective from 31st March 2015.

The Pacesetters Members List is now becoming an important port of call when end- users of security services are selecting companies to include in their tender list. This is no surprise, as it gives reassurance that they are dealing with quality companies who have proved that they are the market leaders in the industry.

It makes sense to contract with a Pacesetter company: likewise, if you are a security contractor with an SIA ACS score of +128 or higher you should join this elite group of companies.



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Innovation, added value and continual improvement. That's what the Westgrove Group is all about. We're an independent company founded in 1998 by Chairmen Simon Whittle and Steve Fives, and we now employ over 1,500 people at more than 100 sites across the UK. Our growth from our North-West base to a national organisation has come from concentrating on quality rather than volume and forging long-standing business relationships with our blue-chip partners.

The Westgrove Group is made up of two companies, Westgrove Support Services Ltd and Westgrove Cleaning Services Ltd. Our services are available individually, or as a dual service combining security and cleaning to improve efficiency. We provide our services to a wide range of sectors including, Corporate, Shopping Centres/Retail, Leisure, Distribution, Education and Residential.

The security services we provide include, Manned Guarding, CCTV Monitoring, Concierge/Reception, Consultancy Service, Mobile Patrols, and Key Holding. We incorporate Westgrove Sphere within our scope of operation. Westgrove Sphere is a key piece of bespoke management reporting software that is providing bespoke real-time reporting and intelligent patrolling, Westgrove Sphere is a 360° business management tool covering all facets of operation.

In our experience, delivering dual services streamlines the current services, provides a one team ethos by having cross trained operatives, improves efficiency and provides cost savings.

It's the attention to detail that makes our Partners stay with us for an average tenure of 9 years. We do not employ area managers, who try to juggle the demands of, say, 25 or 30 sites: our Business Managers manage no more than 15 sites, which ensures our Partners benefit absolutely from the input of a quality operator.

### Award Winning Service

Westgrove have won numerous awards over the last few years including:

- Regional and National BSIA Awards
- "Love to Shop" Security Award
- ACS Pacesetters National Award
- BCSC ACE
- Kimberly Clarke ACE Awards

### Did You Know...?

- The Westgrove Group clean and secure over 20 million sq of Shopping malls and retail Demise throughout the UK
- We serviced over 500 million shoppers / footfall in 2014 on our Shopping Centre/Retail Park portfolio – that's the equivalent of the population of the UK 7.8 times!
- We service over 2 million sq. ft. of corporate Grade A offices and landlord managed area within our rapidly expanding Corporate portfolio
- 75% of our management appointments are facilitated 'in house' through our Management Development Plan and succession planning model
- Our staff turnover after mobilisation is less than 10% across both disciplines – the best in the industry



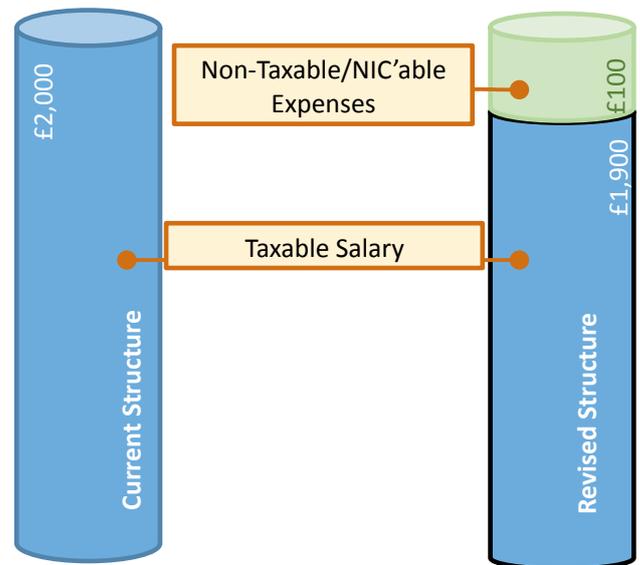
**WESTGROVE – A COMPELLING PLACE TO WORK, A COMPELLING COMPANY TO PARTNER**

# TAX INSIGHT: TRAVEL AND SUBSISTENCE ARRANGEMENTS

For many years, organisations ranging from national PLCs through to more local, owner-managed businesses have operated 'travel and subsistence' arrangements as a method of maximising business expenses for their employees whilst reducing overall employment costs.

Conventional advice offered to such organisations surrounds employees entering into a salary sacrifice arrangement in lieu of receiving tax free business expenses which typically would not have otherwise been claimed. Indeed, the introduction of these arrangements to lower paid workers such as cleaners, security guards and receptionists has resulted in many employees now benefiting from tax relief on expenses only previously afforded to middle managers and above.

The benefits of processing employees' allowable business expenses through Travel and Subsistence arrangements versus the traditional, "basic pay only" model is best illustrated as follows:



HM Revenue and Customs have been firm yet clear with organisations operating travel and subsistence arrangements. Controls and checks must be in place to demonstrate that employees have genuinely incurred travel and subsistence costs and the place of work must of course qualify for any costs to be reimbursed free of tax and NIC.

Unfortunately, organisations have in the past entered in to arrangements which have not stood up to scrutiny, have essentially failed, and indeed continue to fail in some cases, to address these key tests which naturally raised concerns with HMRC.

Cobia, the most established tax adviser in the security industry, not only provide their clients with comprehensive tax advice but also manage the administration and on-going tax compliance requirements of these arrangements.

This approach, in conjunction with a full disclosure and on-going reviews ensures that HMRC remain confident of the systems and processes adopted, allowing clients to focus on their everyday business rather than tax arrangements. At Cobia we believe that this is the only sustainable way to consistently manage the level of compliance expected by HMRC.

As of April 2016, these types of arrangements will no longer be able to be processed in conjunction with a salary sacrifice arrangement and as a result, structural changes will need to be phased in over the coming months.

If you are unsure as to what these changes might mean for your business or are simply seeking to protect margins and employee take home pay then do contact us. Our specialist advice and implementation of both new and existing arrangements is second to none and our change programme in advance of the April 2016 deadline, will help protect the on-going profitability of businesses, both large and small.

**If you require assistance, please contact the team on 0845 226 0580 or [info@cobia-uk.com](mailto:info@cobia-uk.com)**

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# INDEPENDENT AUDITS – THE SAFE WAY FORWARD

In any building, it is dangerous not to regularly test fire and evacuation procedures. When a real emergency occurs and procedures are found wanting then, quite simply, heads will roll and insurers will think long and hard before necessarily agreeing to cover losses. So why should contract security be any different? If we don't regularly test it, then it will almost certainly be found wanting when asked to stand up and be counted.

Many companies state that they regularly test the contract security that they provide, but the only real test is an independent, unannounced visit by auditors, who have no connection whatsoever to the organization and can give an unbiased view of the service provided.

At the moment, there is no official requirement for independent audits; however, it would make real sense for such audits to be a much more important part of the SIA Approved Contractor Scheme, and their results taken into consideration during the annual assessment. Likewise, such audits should also be included as a requirement for companies operating to BS 7499:2013 Static site guarding and mobile patrol service – Code of Practice. The vast majority of the inspection focuses the attention on the head office environment and documentation, but what is happening on site is the main concern of any end-user.

In an industry where the hours are long and the wages low, it is inevitable that there will be periods of time when there is an inconsistent performance and complacency sets in. Yet, this will not be identified unless the operation is tested or an intrusion occurs, with catastrophic consequences, by which time it is too late.

At the moment, it is very often the end-user who takes the initiative to employ an independent company to test their security. Why do they do this? Usually, because they want reassurance that the contract company is operating to the required standards and they are getting the service they are paying for.

There are, however, some contract security companies that employ an independent organisation to test their security operation. This can be seen as a real differentiator when submitting a tender, and gives the end-user some comfort that the company is confident in the service they provide. The results of these audits form an integral part of the Key Performance Indicators and Service Level Agreement and give these companies the edge over their competitors.

There are a wide variety of independent audits that can be carried out, including the straight forward penetration audits, to test the Security Officer's awareness and capabilities in the event of an attempt at unauthorised entry. This could be, simply, by tailgating through the security barriers or producing a false ID/visitor's pass. It is a brave Security

Officer who refuses a smartly dressed person, carrying a briefcase and claiming to be the CEO of the organisation, requesting entry out of hours as he has left his access card at home.

In some instances, a customer service audit is more appropriate and Security Officers are tested as to their ability to deal with issues in a professional manner. Alternatively, it may be someone acting suspiciously around the perimeter of the premises in the early hours of the morning, to see if the CCTV operator is alert.

At FM Contract Watch, we carry out independent audits throughout the UK and it has been proven that, where independent audits are carried out, the level of security is heightened. The Security Officers become more alert and suspicious of individuals, challenging the reason for their presence and carefully checking their ID and documentation.

Such audits should be seen as a cost effective benefit which complement the service that is being provided by the security contractor. It gives genuine comfort to both parties that everything possible is being done to ensure that their premises remain secure.



# EVALUATE YOUR SECURITY GUARDING

IF YOU ARE A SECURITY GUARDING CONTRACTOR, END USER OF SECURITY SERVICES OR EMPLOY A TEAM OF IN HOUSE SECURITY OFFICERS THE SILVER FOX AUDIT SCHEME IS RIGHT FOR YOU!

## *Security Guarding Contractor*

When selecting a new contractor there is usually very little difference between the offering from the various companies, but how many are prepared to be independently tested and share the results with their client? If you want a competitive edge over your clients, build in just 2 audits per year into the contract – it will cost less than **0.04p per hour** on a 24 hour contract.

## *End User of Security Services*

Are you receiving the standard of service promised when you went out to tender? Silver Fox Audits will test your security team on their awareness, performance and knowledge.

## *In House Security Team*

Use the Silver Fox Audit as an additional layer of supervision. A regular monthly audit will keep the team on their toes and alert to any suspicious activity. Experience has shown that a programme of audits keeps the team pro-active.

We carry out a wide range of audits which can be tailored to each individual client's requirements and examples include:

### *Penetration Audit*

We attempt to gain unauthorised access to premises by fake ID and cover story. Alternatively, we may attempt to tailgate through the access control barrier.

### *Customer Service Audit*

We watch, we listen and assess the level of customer service provided by the staff. We then pose as a client ourselves and see how we are dealt with

### *Observation Test*

We act in a suspicious manner, we take photos – but are we spotted on CCTV or by the Security Officer?

At the conclusion of the audit a full written report on our findings is submitted. Our clients include banks and financial institutions, lawyers, prestigious retailers, TV studios, property managing agents, IT and telecom companies, shipping agents, ports, manufacturing plants, logistics companies and a wide range of premises for our contract security guarding clients.



For further information please go to  
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