

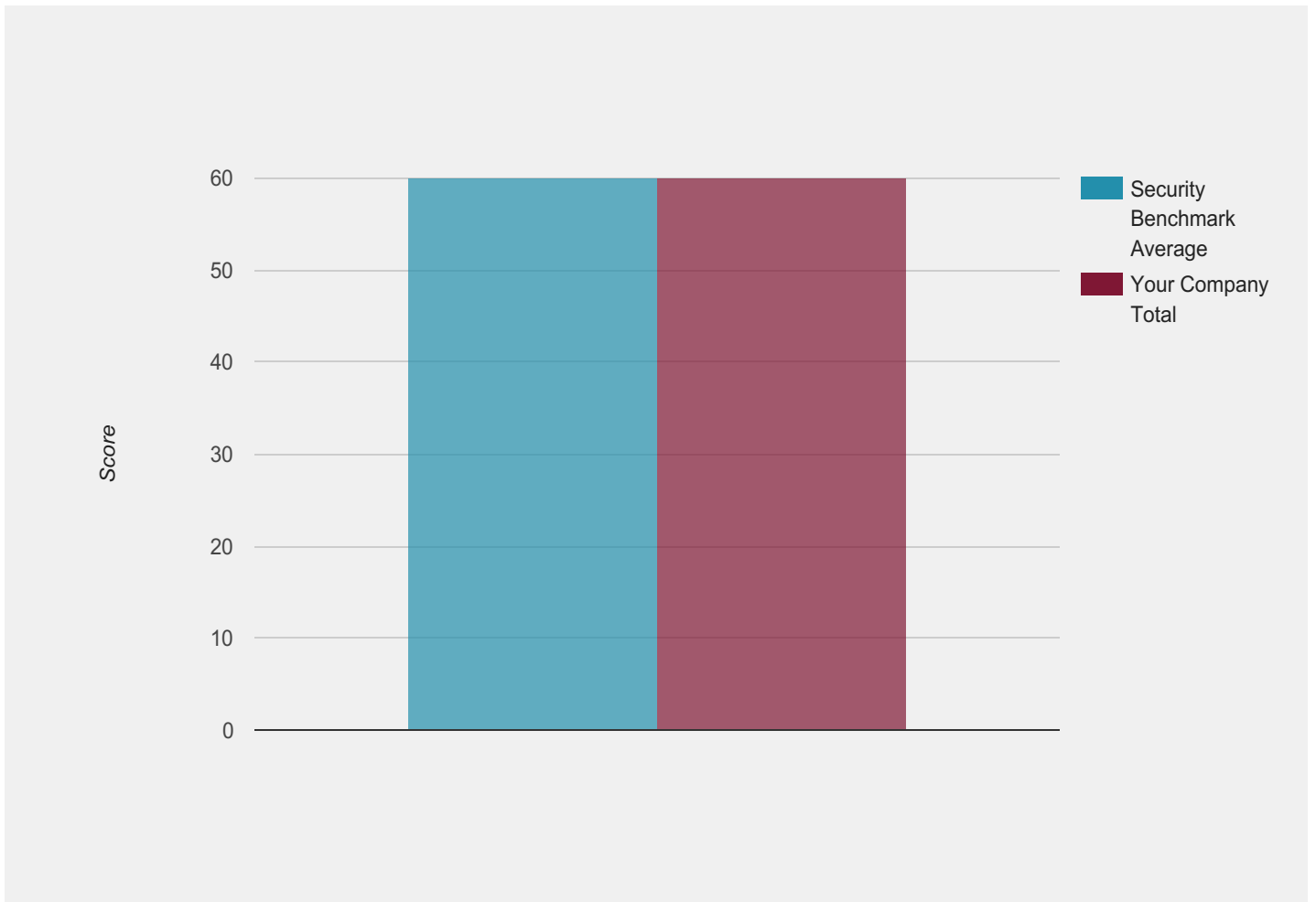
The Security Benchmark - The Security Benchmark ACS Report

members.thesecuritybenchmark.com/index.php/benchmarking/acs-scoring-average-charts

Your Company Security Benchmark ACS Report

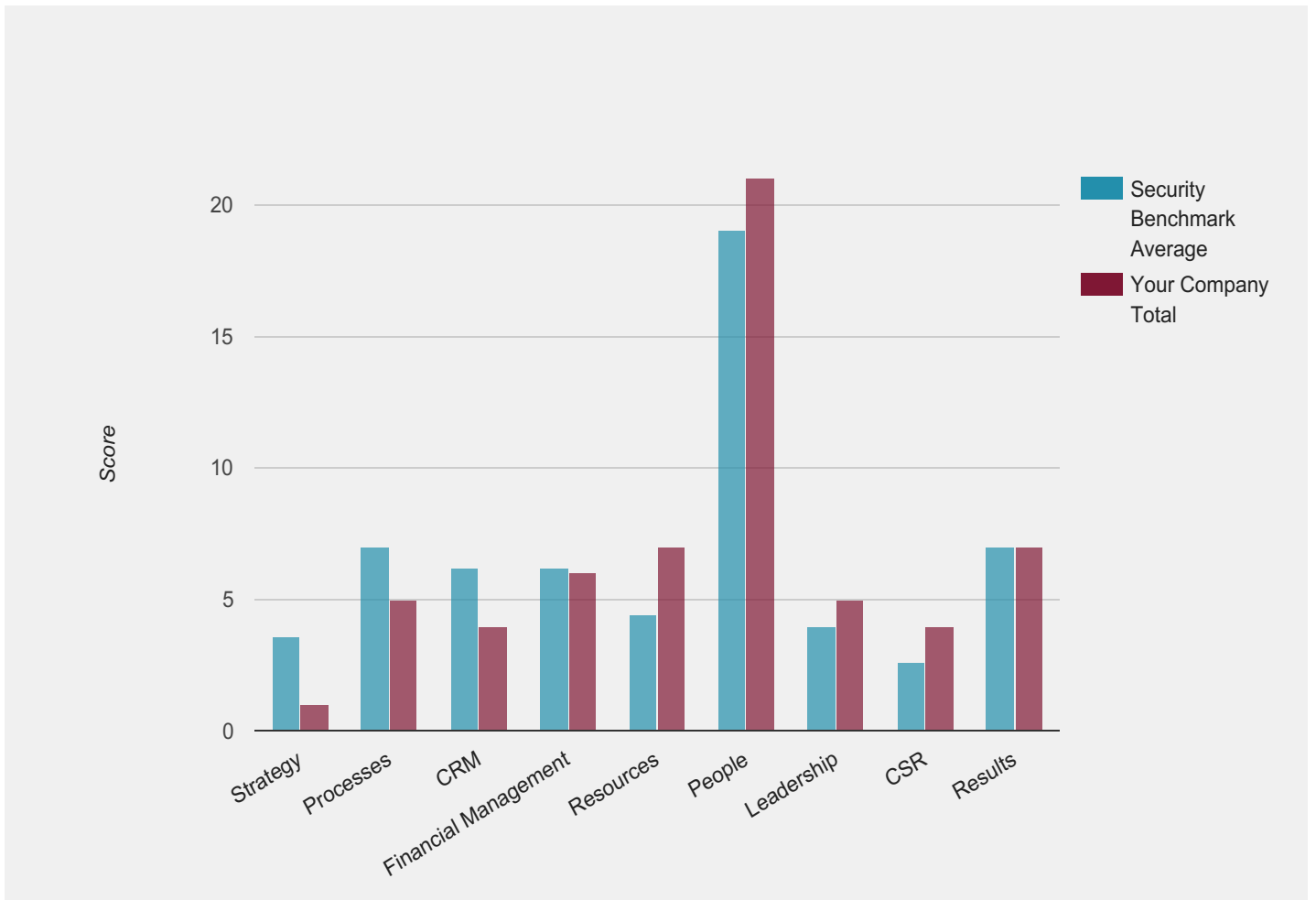


Average ACS Score vs Your Company (12/09/2017)



	Average Score	Your Company Score
Total Score	60.0000	60

Average ACS Subtotal Score vs Your Company (12/09/2017)

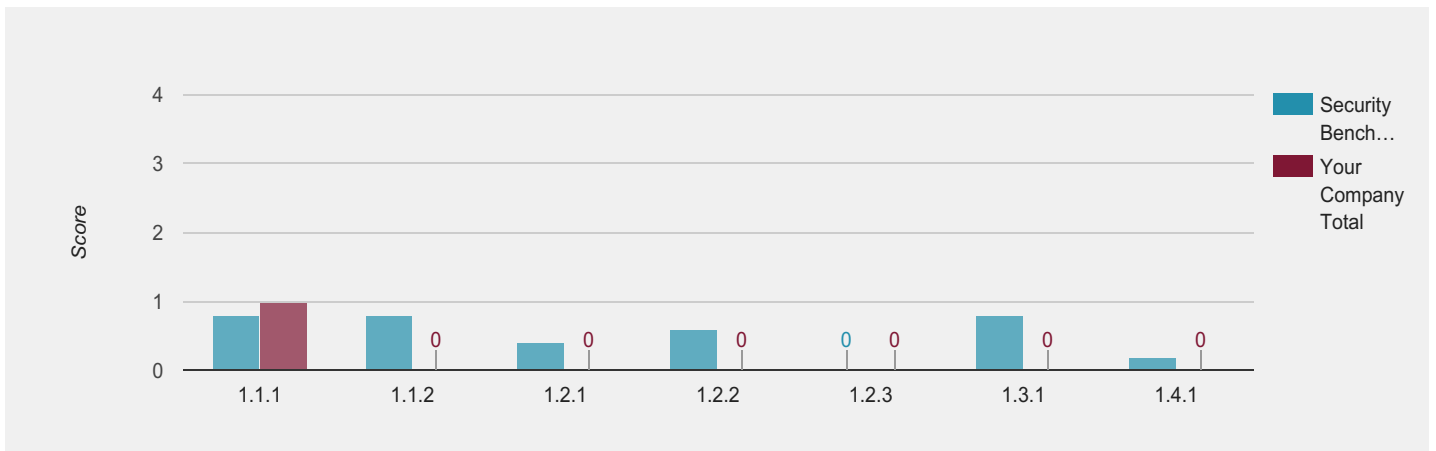


Subtotal	Average	Your Company
Strategy	3.6000	1
Processes	7.0000	5
CRM	6.2000	4
Financial Management	6.2000	6
Resources	4.4000	7
People	19.0000	21
Leadership	4.0000	5
CSR	2.6000	4
Results	7.0000	7



Strategy

Average ACS Strategy Subtotal Score vs Your Company (12/09/2017)

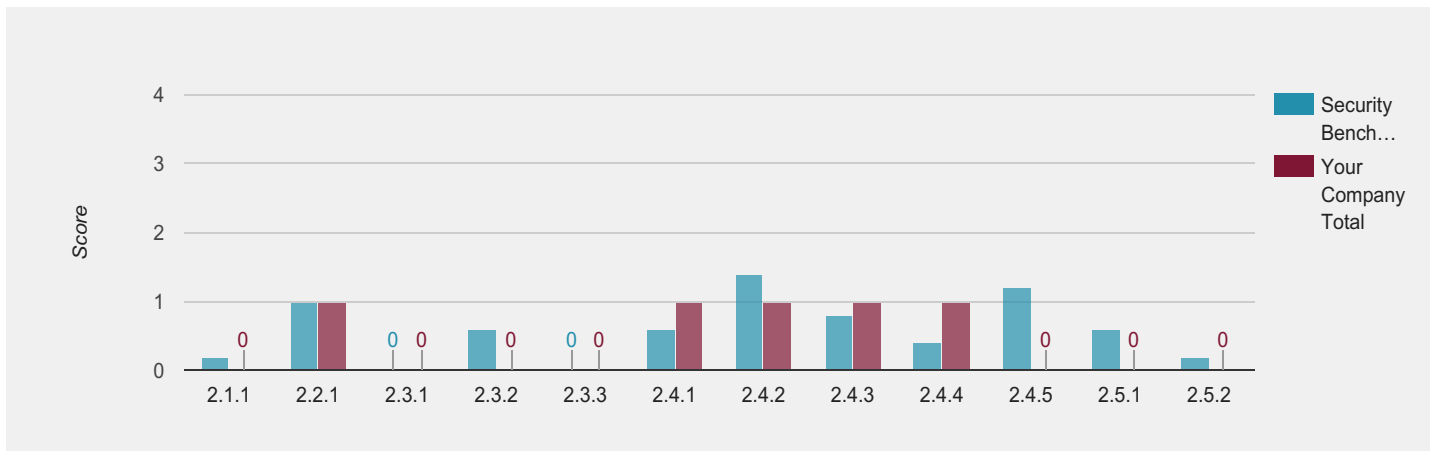


Criteria	Average Score	Your Company Score	Number of Companies
1.1.1 The organisation has a clear approach to business that is acted on and communicated to all staff.	0.8000	1	5
1.1.2 Key stakeholders are aware of the organisation's overall approach to business.	0.8000	0	5
1.2.1 Critical success factors have been clearly identified and internal measures are in place to monitor progress towards achievement.	0.4000	0	5
1.2.2 Goals, objectives and targets are clearly visible for all levels of the organisation.	0.6000	0	5
1.2.3 Procedures have been defined to ensure conformance to working standards or codes of practice and are fully implemented.	0.0000	0	5
1.3.1 A sound plan for the business exists with an effective review schedule.	0.8000	0	5
1.4.1 The management of internal and external communication is handled effectively.	0.2000	0	5



Processes

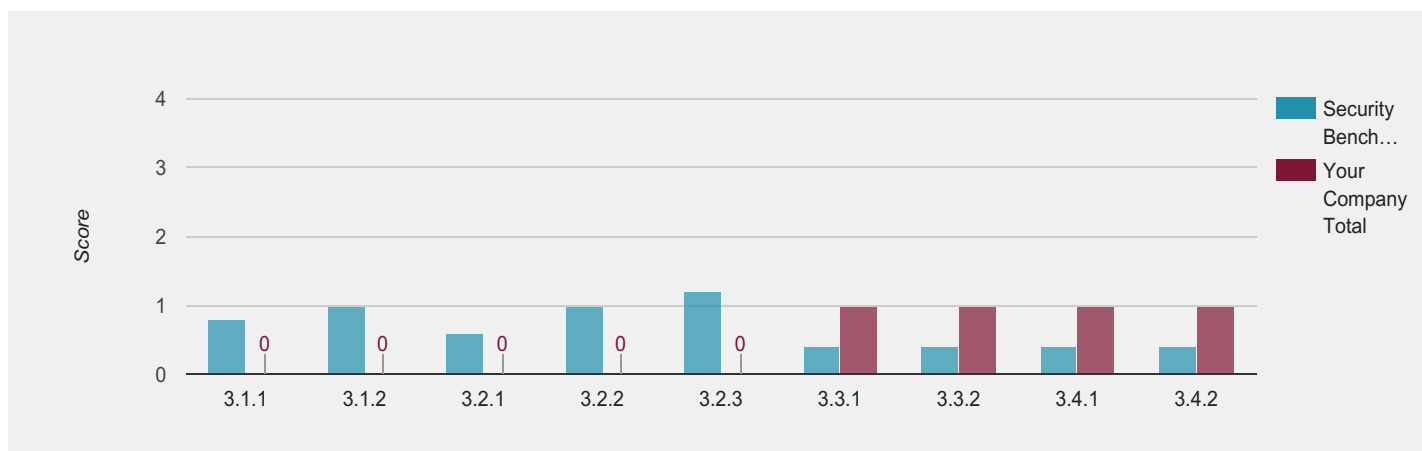
Average ACS Processes Subtotal Score vs Your Company (12/09/2017)



Criteria	Average Score	Your Company Score	Number of Companies
2.1.1 Key service delivery processes have been identified and are understood by all.	0.2000	0	5
2.2.1 There is a current and effective plan to ensure continuity of service delivery.	1.0000	1	5
2.3.1 The organisation meets its customers' requirements.	0.0000	0	5
2.3.2 There is an awareness of the impact of service delivery on consumers at all levels of the organisation.	0.6000	0	5
2.3.3 The management of contractual arrangements with the customer has been defined and implemented.	0.0000	0	5
2.4.1 Use of subcontractors is agreed with customers and subject to defined quality assurance procedures	0.6000	1	5
2.4.2 Effective customer and consumer performance indicators and service level agreements have been established.	1.4000	1	5
2.4.3 Defined and implemented incident procedures exist.	0.8000	1	5
2.4.4 All procedures are regularly reviewed.	0.4000	1	5
2.4.5 Effective procedures exist to ensure the attendance of staff on customer sites.	1.2000	0	5
2.5.1 Plans for improvement exist, based on the review of actual performance.	0.6000	0	5
2.5.2 Procedures for the implementation of changes are in place and used.	0.2000	0	5



Average ACS CRM Subtotal Score vs Your Company (12/09/2017)

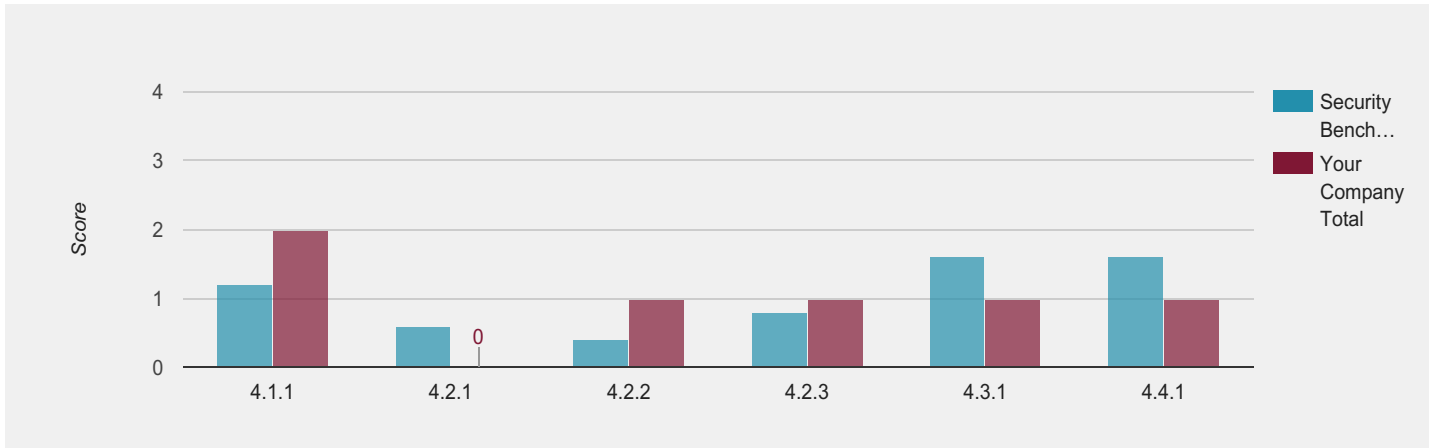


Criteria	Average Score	Your Company Score	Number of Companies
3.1.1 Sound purchasing procedures are implemented.	0.8000	0	5
3.1.2 The organisation works in partnership with its suppliers to improve performance.	1.0000	0	5
3.2.1 Professional advice is offered to customers on the best approach to meet their needs.	0.6000	0	5
3.2.2 An approach to responding to tender/request for services is implemented.	1.0000	0	5
3.2.3 A process for obtaining new business exists and is implemented.	1.2000	0	5
3.3.1 A process for customer site visits is implemented.	0.4000	1	5
3.3.2 A customer complaints procedure is in place and implemented.	0.4000	1	5
3.4.1 Procedures are in place to handle consumer feedback and are implemented.	0.4000	1	5
3.4.2 An approach to consumer contact is implemented.	0.4000	1	5



Financial Management

Average ACS Financial Management Subtotal Score vs Your Company (12/09/2017)

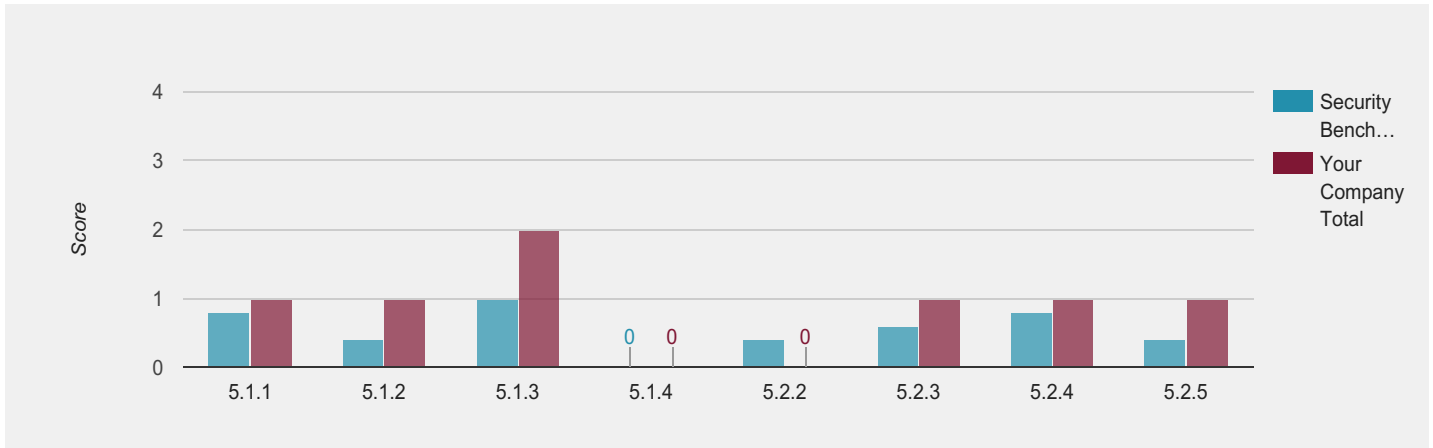


Criteria	Average Score	Your Company Score	Number of Companies
4.1.1 Two years accounts can be presented and/or the availability of funding for the achievement of the plan for the business can be demonstrated	1.2000	2	5
4.2.1 Clear and effective management of the payroll can be evidenced.	0.6000	0	5
4.2.2 Effective financial management procedures are implemented (i.e. there are sound fiscal controls in place).	0.4000	1	5
4.2.3 A clear 'fit and proper' management structure with defined and understood authority levels is in place.	0.8000	1	5
4.3.1 There is sufficient insurance cover to meet contractual requirements.	1.6000	1	5
4.4.1 Effective analysis of the market place in which the organisation operates is conducted.	1.6000	1	5



Resources

Average ACS Resources Subtotal Score vs Your Company (12/09/2017)

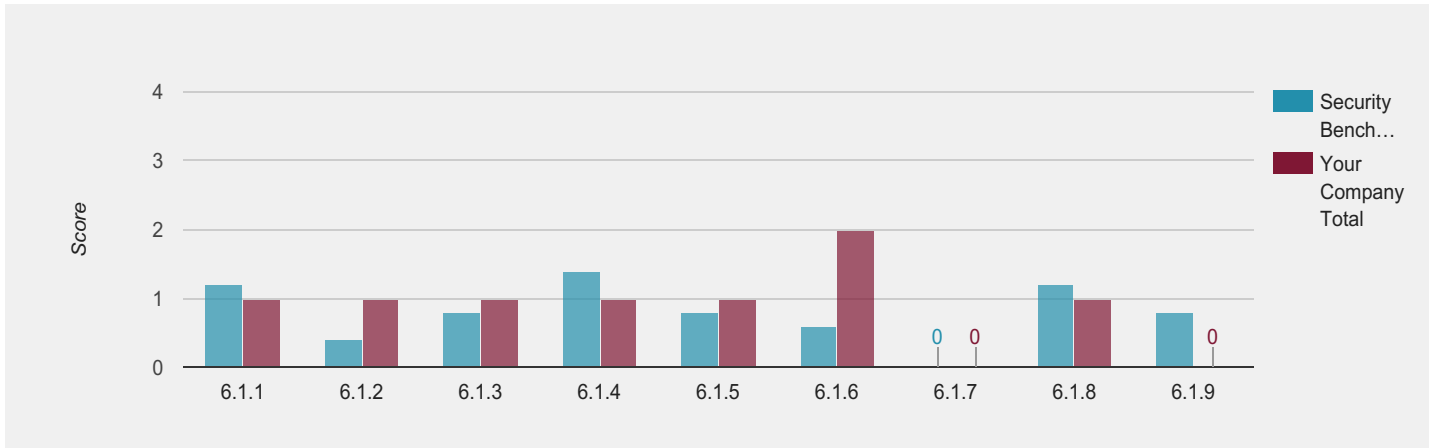


Criteria	Average Score	Your Company Score	Number of Companies
5.1.1 Information key to the business is delivered in an effective manner to staff and other stakeholders	0.8000	1	5
5.1.2 Relevant versions of documents are available at the point of use.	0.4000	1	5
5.1.3 Adherence to the Data Protection Act 1998 is apparent.	1.0000	2	5
5.1.4 Personnel records and other key information are maintained effectively	0.0000	0	5
5.2.2 Lease or ownership papers are appropriate to the business premises, providing administrative and any operational centres that are fit for purpose	0.4000	0	5
5.2.3 Control rooms/response rooms are designed, fitted and equipped in a manner appropriate to purpose.	0.6000	1	5
5.2.4 Equipment owned is recorded, adequately maintained and appropriate for its purpose.	0.8000	1	5
5.2.5 Service delivery to customers and safety for staff are improved by investment in technology.	0.4000	1	5



People

Average ACS People Subtotal Score vs Your Company (12/09/2017)

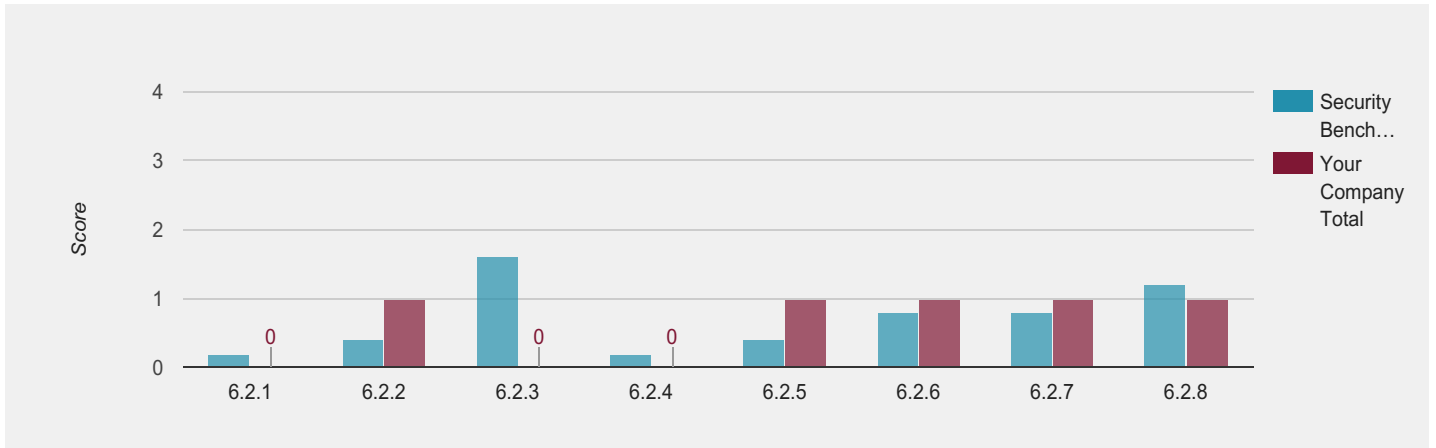


Criteria	Average Score	Your Company Score	Number of Companies
6.1.1 There is an effective recruitment policy.	1.2000	1	5
6.1.2 Staff records are maintained	0.4000	1	5
6.1.3 A grievance procedure is in place which is implemented and communicated	0.8000	1	5
6.1.4 Terms and conditions of employment exist which are implemented and communicated	1.4000	1	5
6.1.5 A disciplinary process is in place which is implemented and communicated.	0.8000	1	5
6.1.6 A policy exists covering 'Transfer of Undertakings' which is implemented and communicated.	0.6000	2	5
6.1.7 Roles and responsibilities are defined for all staff.	0.0000	0	5
6.1.8 A defined policy relating to equality and diversity exists which is implemented and communicated	1.2000	1	5
6.1.9 A process for obtaining staff opinions on the organisation, their job and conditions exists and is implemented	0.8000	0	5



People

Average ACS People Subtotal Score vs Your Company (12/09/2017)

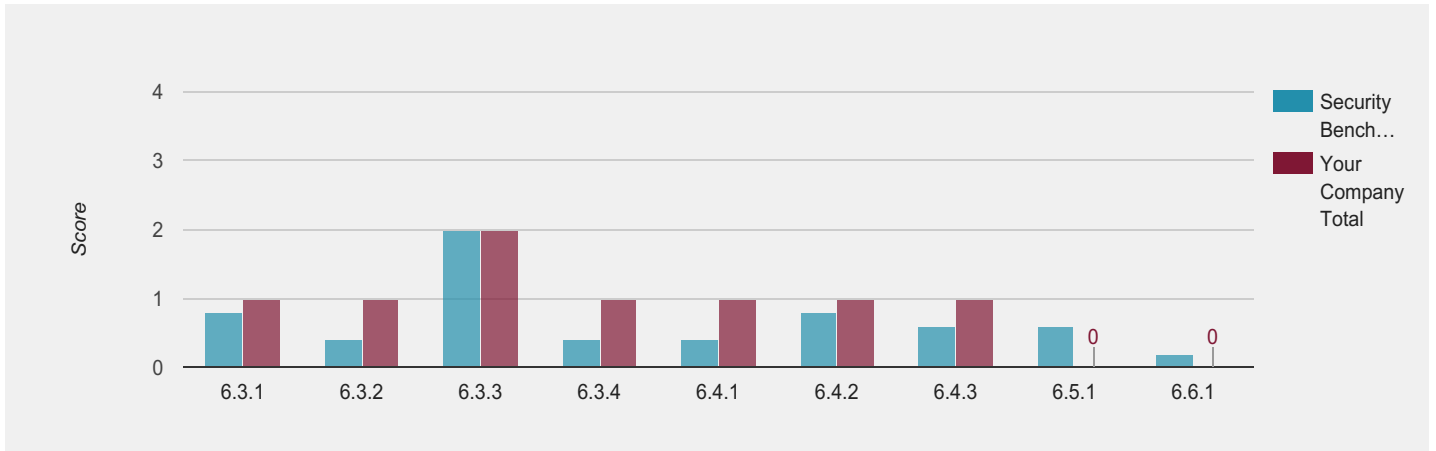


Criteria	Average Score	Your Company Score	Number of Companies
6.2.1 Staff training, development and improvement policy and procedures are in place, implemented and communicated	0.2000	0	5
6.2.2 An induction pack/training and introduction to policies and procedures exists	0.4000	1	5
6.2.3 All staff are trained to the required standard.	1.6000	0	5
6.2.4 The organisation ensures that minimum competence of staff is maintained.	0.2000	0	5
6.2.5 Assignment specific training/induction/information is given.	0.4000	1	5
6.2.6 All staff have training plans and records	0.8000	1	5
6.2.7 All supervisors are trained to the required standard for their role	0.8000	1	5
6.2.8 Customer feedback is obtained for individuals working with clients	1.2000	1	5



People

Average ACS People Subtotal Score vs Your Company (12/09/2017)

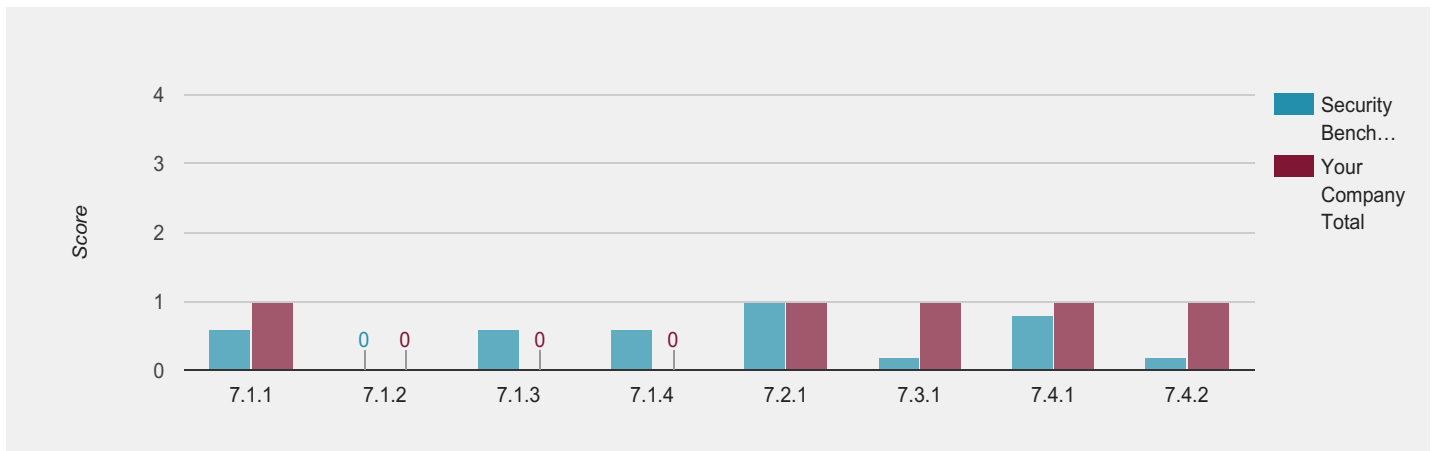


Criteria	Average Score	Your Company Score	Number of Companies
6.3.1 A holiday entitlement policy exists is implemented and communicated.	0.8000	1	5
6.3.2 A pensions policy exists which is implemented and communicated.	0.4000	1	5
6.3.3 A health and safety policy and supporting procedures exist and are implemented.	2.0000	2	5
6.3.4 An approach to provision of welfare and benefits is in place.	0.4000	1	5
6.4.1 A process for the appraisal of staff performance is in place and is implemented.	0.4000	1	5
6.4.2 Self learning and improvement is encouraged.	0.8000	1	5
6.4.3 The organisation develops staff especially those with leadership potential.	0.6000	1	5
6.5.1 The organisation adheres to the Working Time Directive.	0.6000	0	5
6.6.1 Legislation on the national minimum and national living wage and payments to staff is implemented.	0.2000	0	5



Leadership

Average ACS Leadership Subtotal Score vs Your Company (12/09/2017)

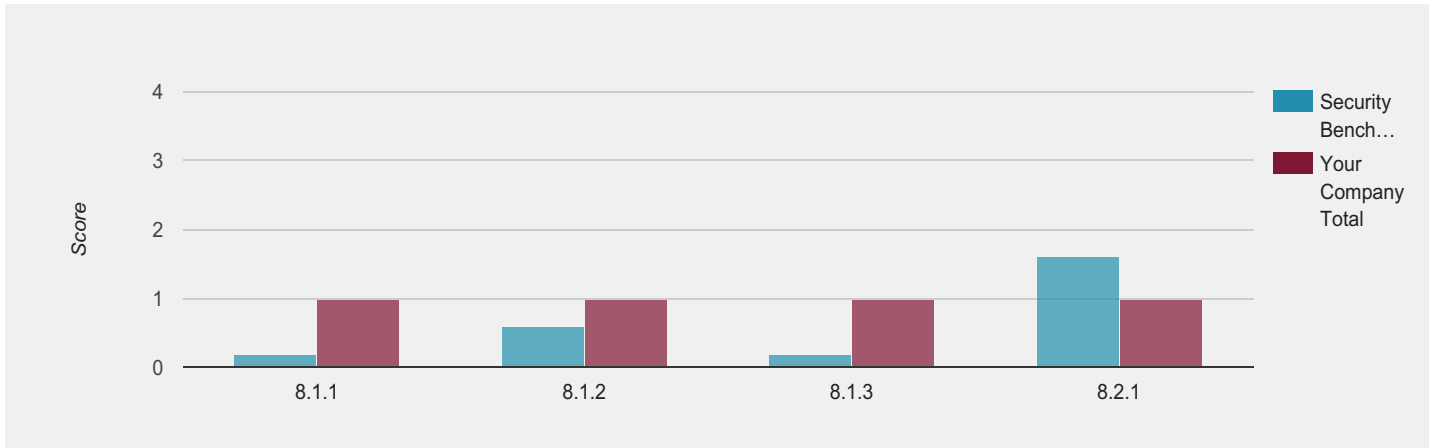


Criteria	Average Score	Your Company Score	Number of Companies
7.1.1 Leaders can demonstrate, relevant to sector, knowledge of the legislative framework, working practices and industry standards/codes of practice.	0.6000	1	5
7.1.2 Leaders are involved in the development and implementation of relevant policies and procedures.	0.0000	0	5
7.1.3 Managers and directors responsible for processes and key personnel can demonstrate an understanding of procedures.	0.6000	0	5
7.1.4 Leaders review key results and ensure that improvements are planned and implemented.	0.6000	0	5
7.2.1 Leaders consult stakeholders on their leadership skills and have personal development plans based on the feedback.	1.0000	1	5
7.3.1 Leaders have developed a set of high values or codes of ethics that are implemented throughout the organisation.	0.2000	1	5
7.4.1 Leaders are involved in improvement activity, encouraging staff participation where appropriate	0.8000	1	5
7.4.2 Leaders recognise individual and team efforts	0.2000	1	5



CSR

Average ACS CSR Subtotal Score vs Your Company (12/09/2017)

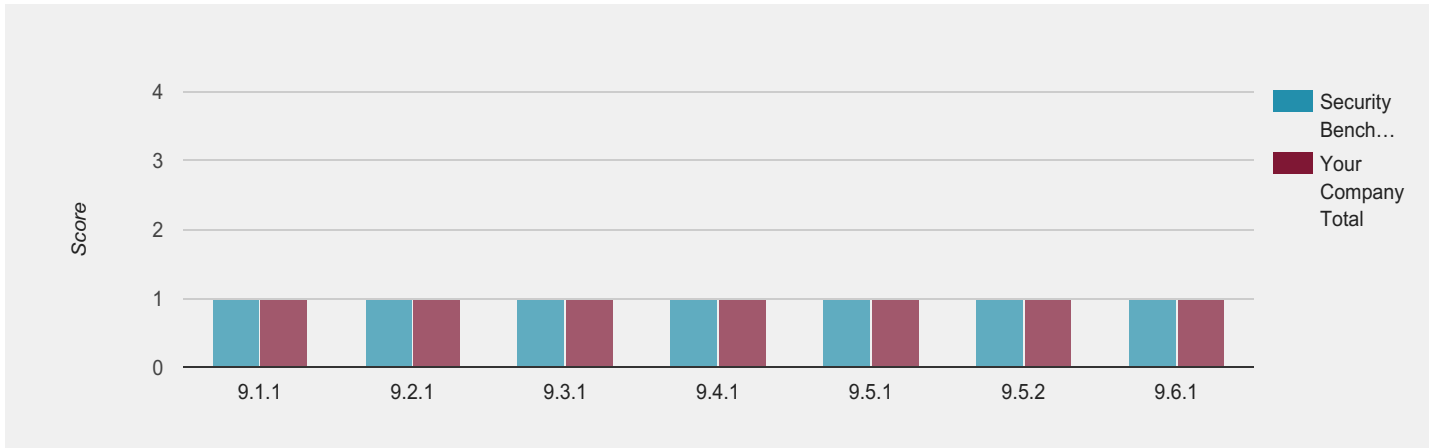


Criteria	Average Score	Your Company Score	Number of Companies
8.1.1 There is a policy relating to corporate social responsibility which is communicated and implemented.	0.2000	1	5
8.1.2 Activities to promote and improve the reputation of the private security industry with the Police the local community and with customers are planned and implemented.	0.6000	1	5
8.1.3 Activities to promote and improve the awareness of anti-terrorist activities	0.2000	1	5
8.2.1 The organisation considers its impact on the environment in service delivery and running the business.	1.6000	1	5



Results

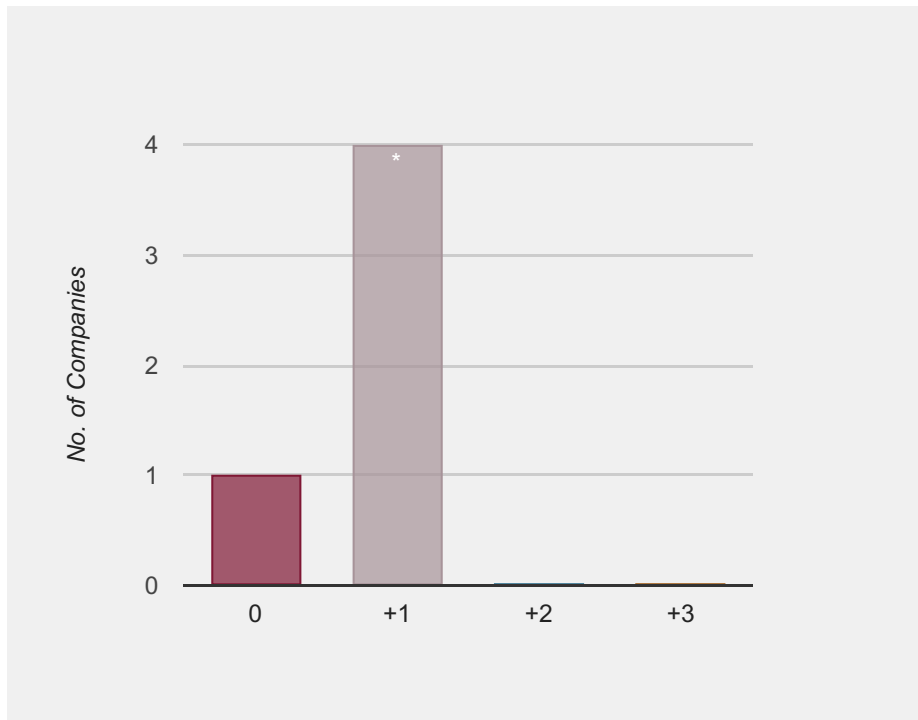
Average ACS Results Subtotal Score vs Your Company (12/09/2017)



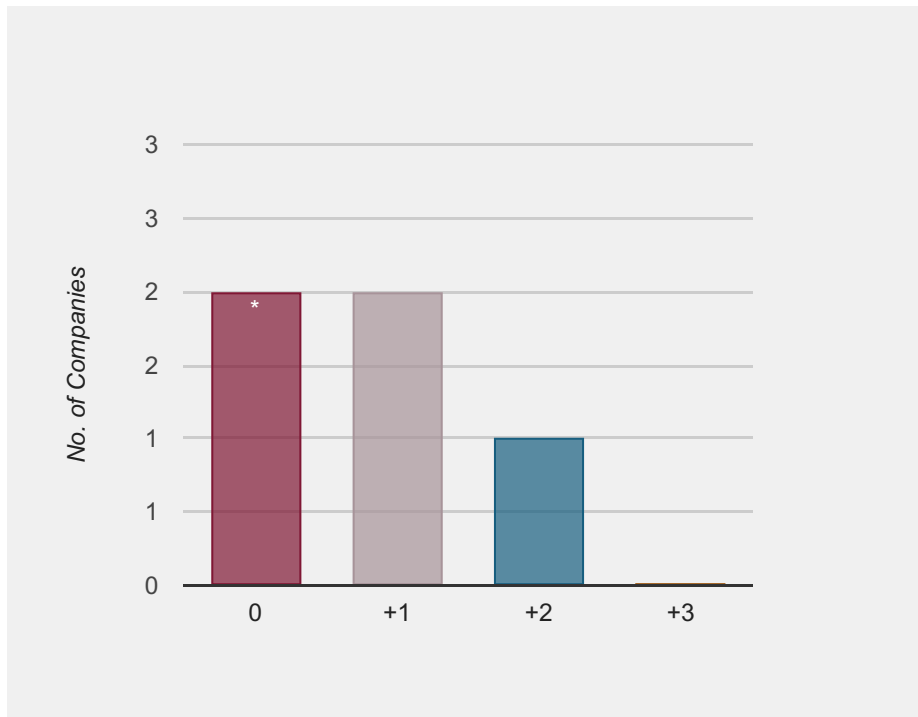
Criteria	Average Score	Your Company Score	Number of Companies
9.1.1 The regular review of performance against service level agreements and/or key customer performance indicators.	1.0000	1	5
9.2.1 The regular review of performance against responses from customer opinion gathering.	1.0000	1	5
9.3.1 The regular review of performance against key staff performance indicators.	1.0000	1	5
9.4.1 The review of performance against responses from staff opinion gathering.	1.0000	1	5
9.5.1 The review of performance against internal and external environmental/societal/ health and safety performance indicators.	1.0000	1	5
9.5.2 Key measures are used to indicate reputation within the local community.	1.0000	1	5
9.6.1 The regular review of performance against success factors and key financial indicators critical to the business.	1.0000	1	5

Score Report (*includes Your Company)

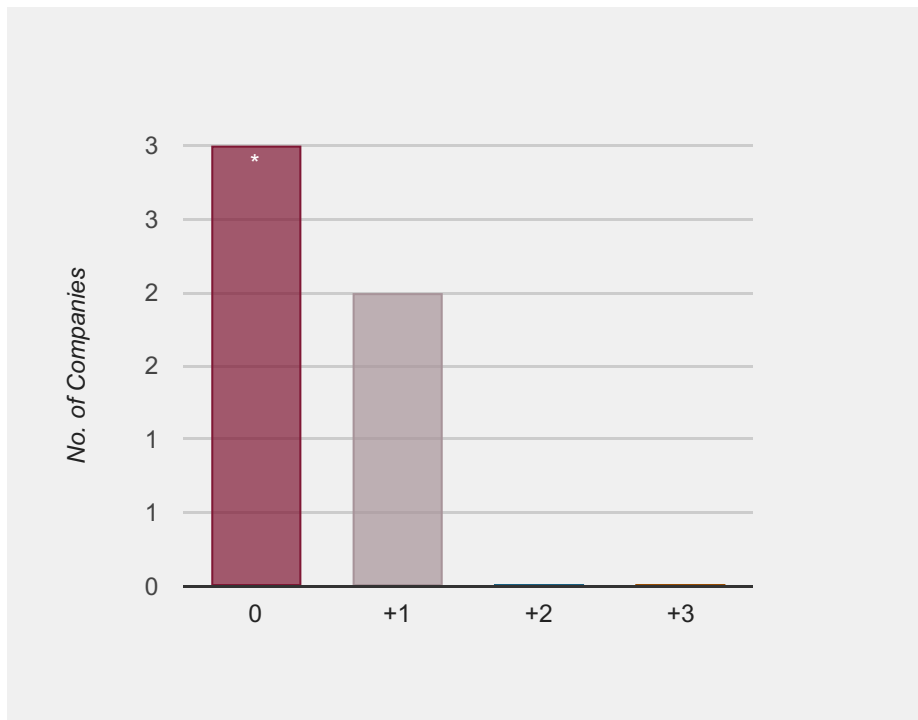
1.1.1 The organisation has a clear approach to business that is acted on and communicated to all staff.



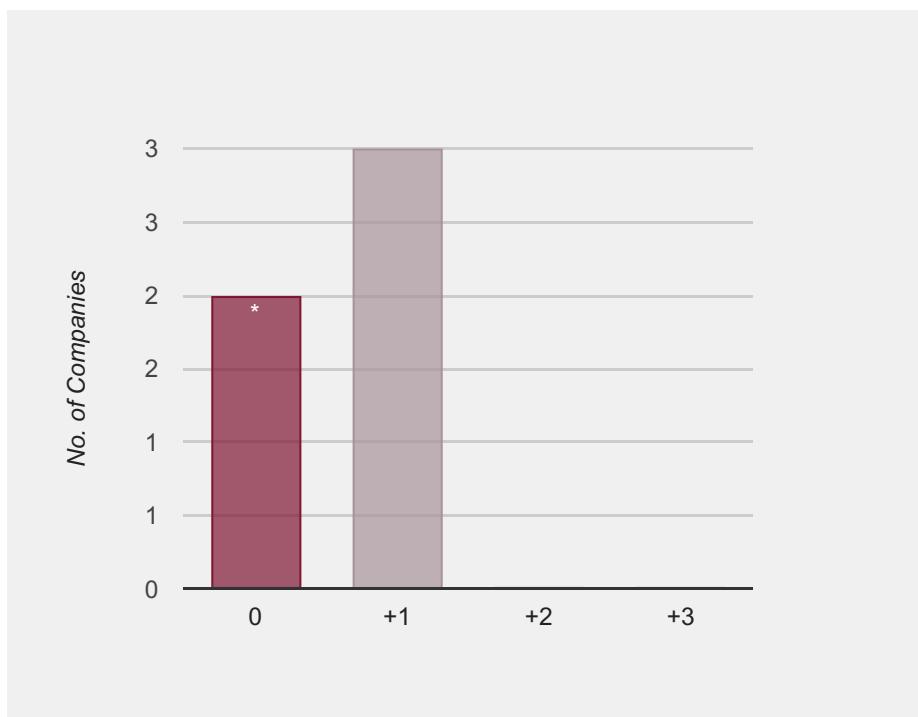
1.1.2 Key stakeholders are aware of the organisation's overall approach to business.



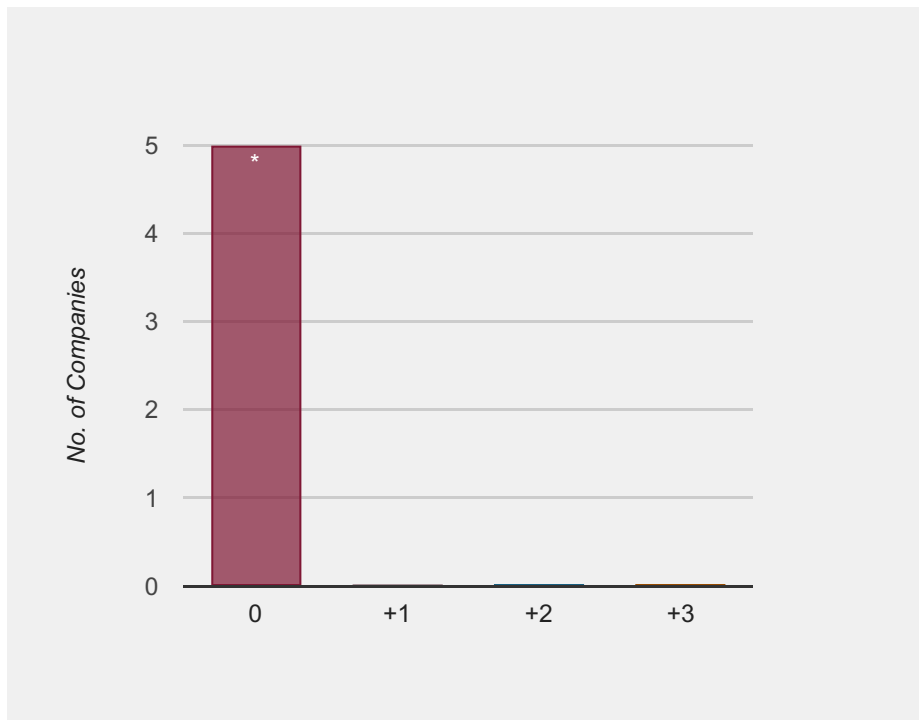
1.2.1 Critical success factors have been clearly identified and internal measures are in place to monitor progress towards achievement.



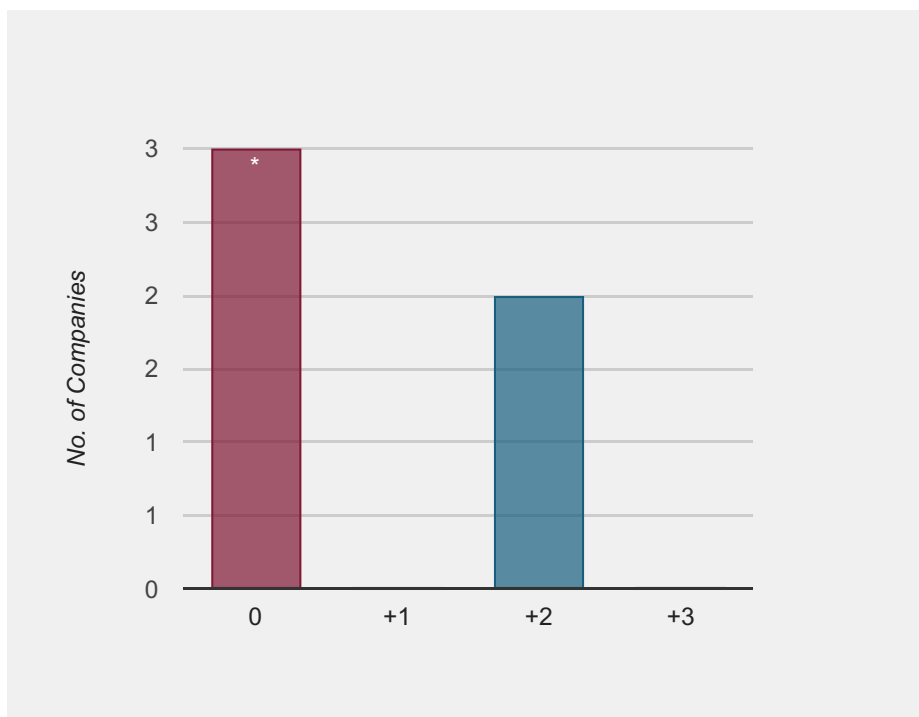
1.2.2 Goals, objectives and targets are clearly visible for all levels of the organisation.



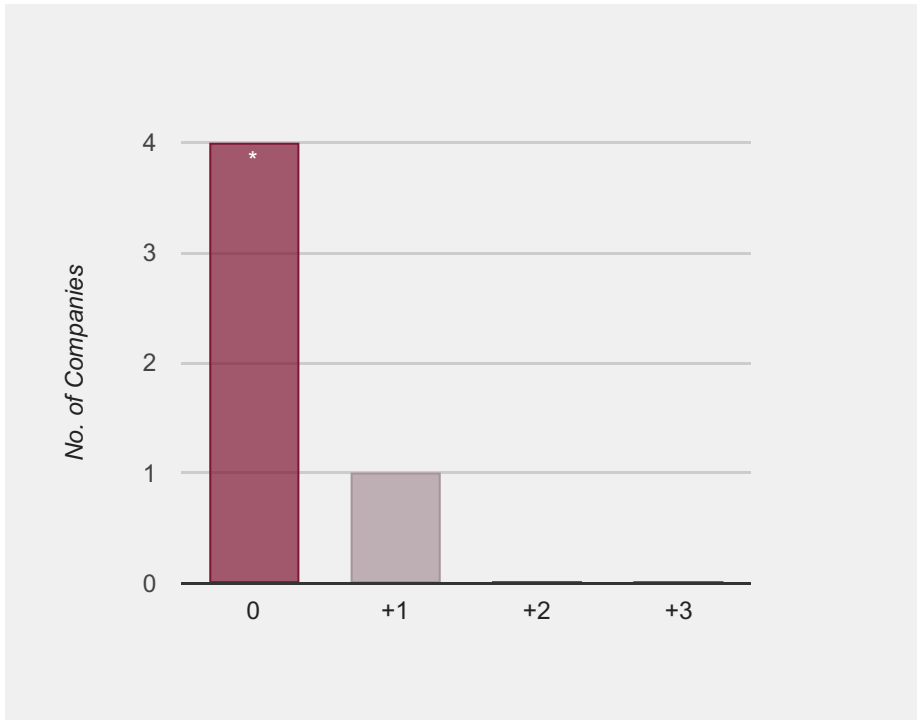
1.2.3 Procedures have been defined to ensure conformance to working standards or codes of practice and are fully implemented.



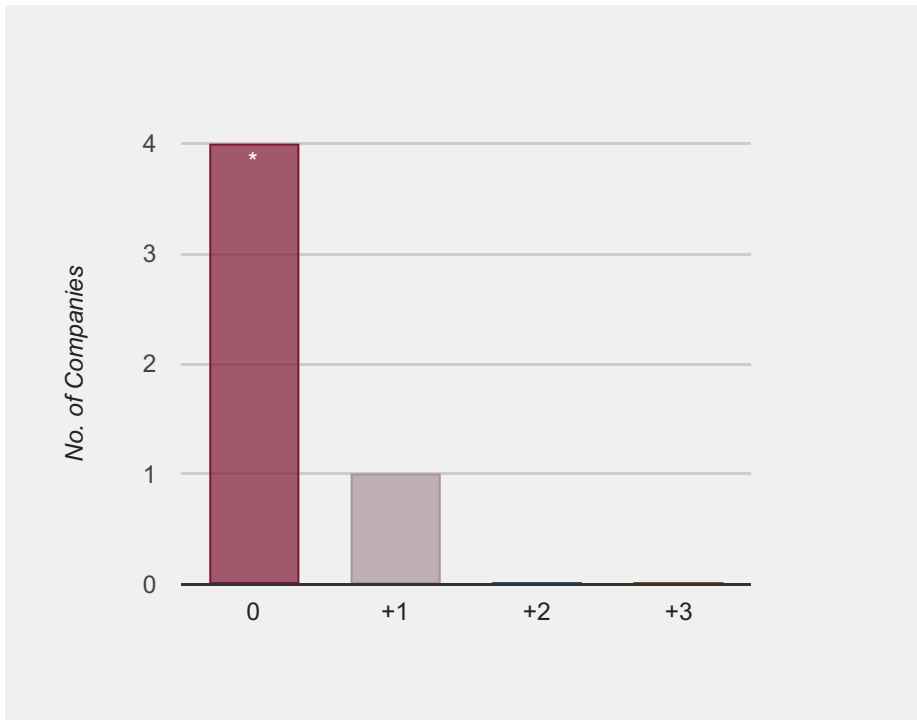
1.3.1 A sound plan for the business exists with an effective review schedule.



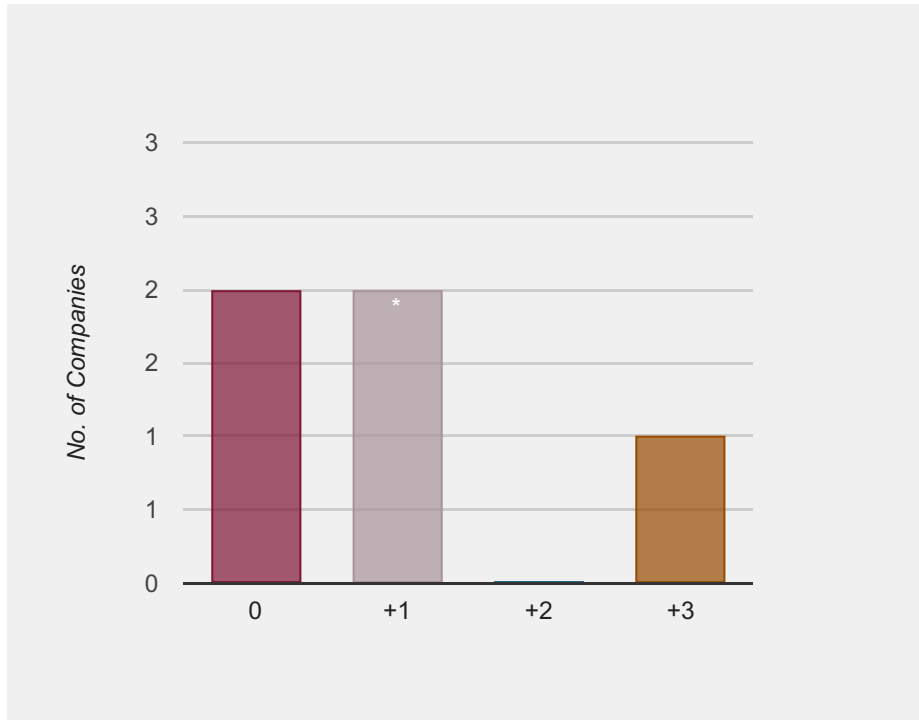
1.4.1 The management of internal and external communication is handled effectively.



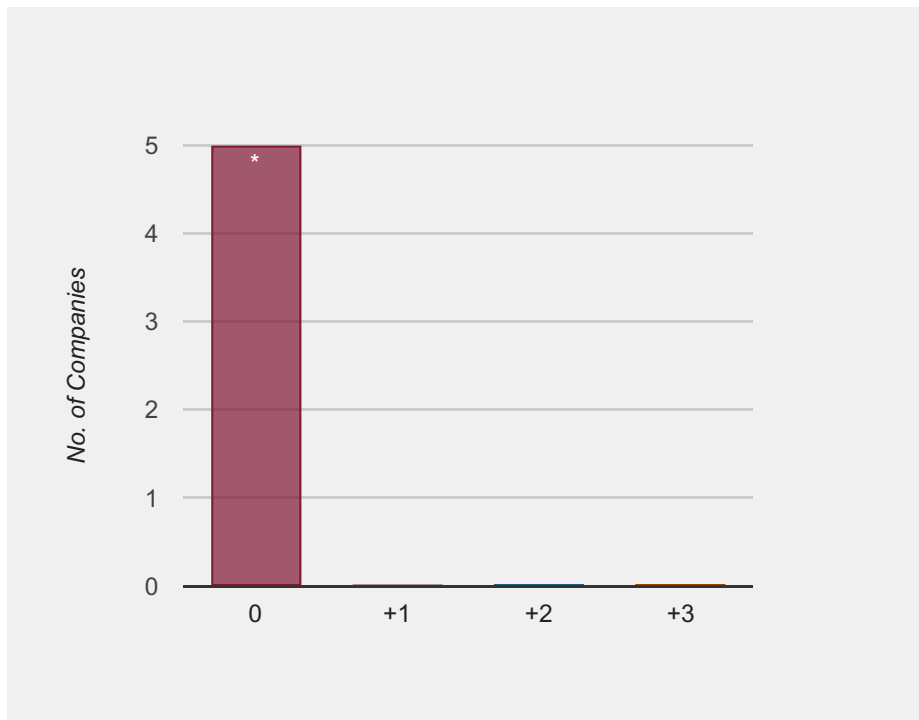
2.1.1 Key service delivery processes have been identified and are understood by all.



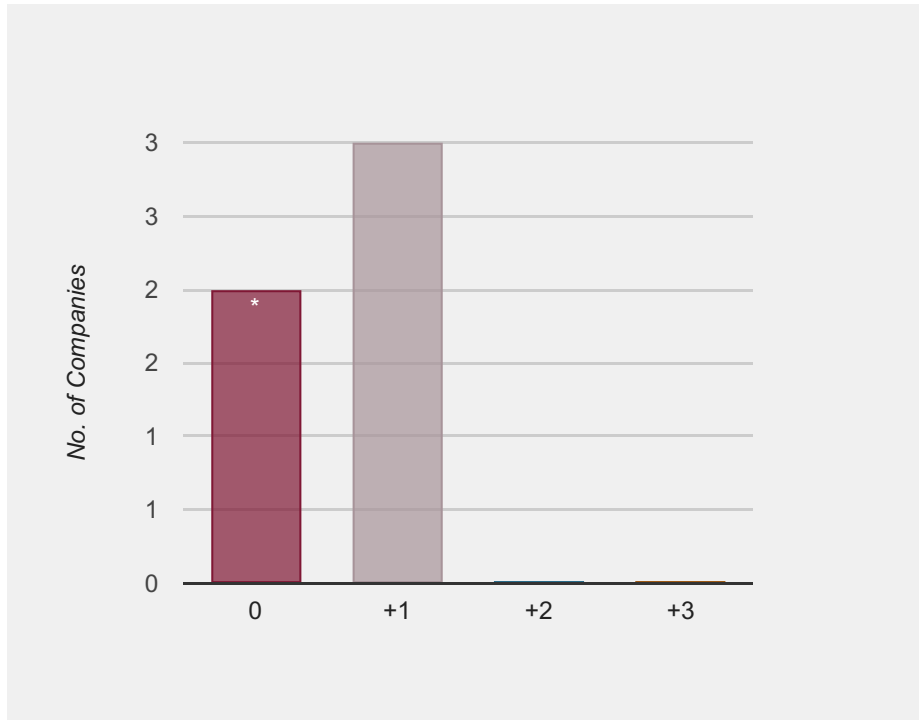
2.2.1 There is a current and effective plan to ensure continuity of service delivery.



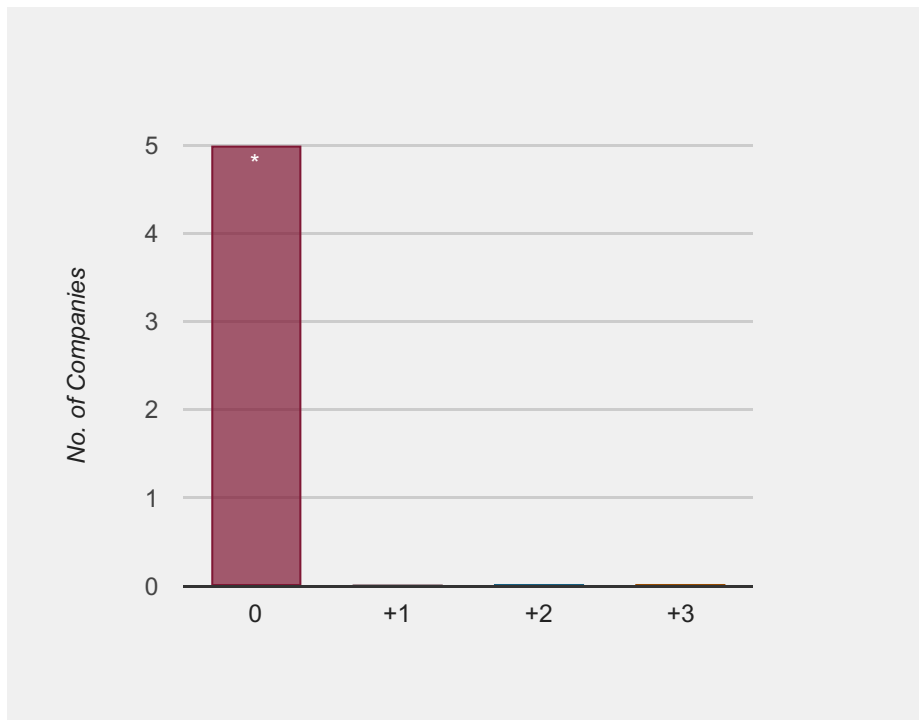
2.3.1 The organisation meets its customers' requirements.



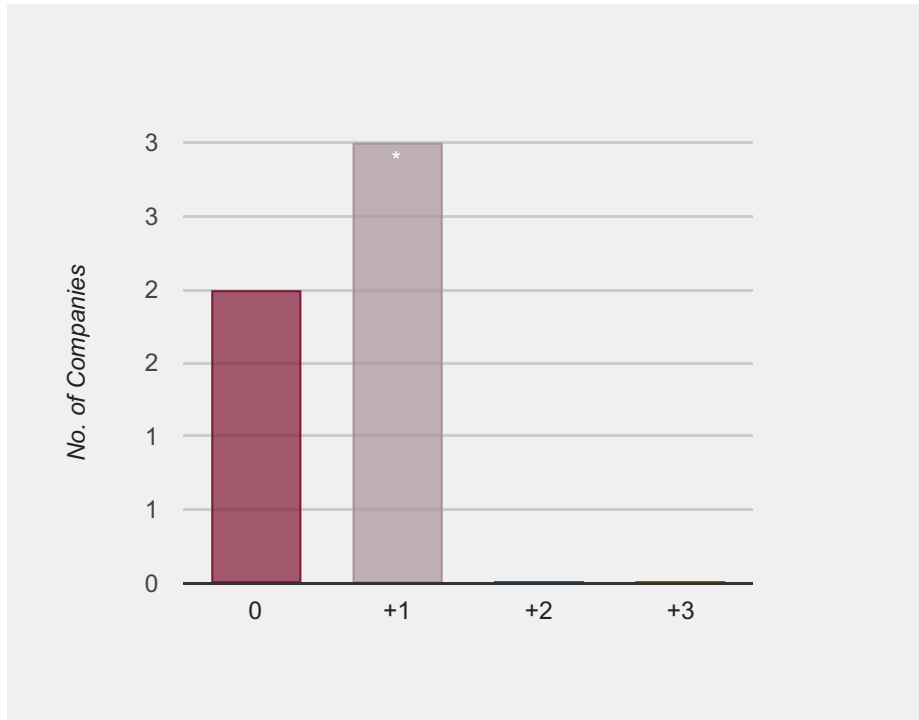
2.3.2 There is an awareness of the impact of service delivery on consumers at all levels of the organisation.



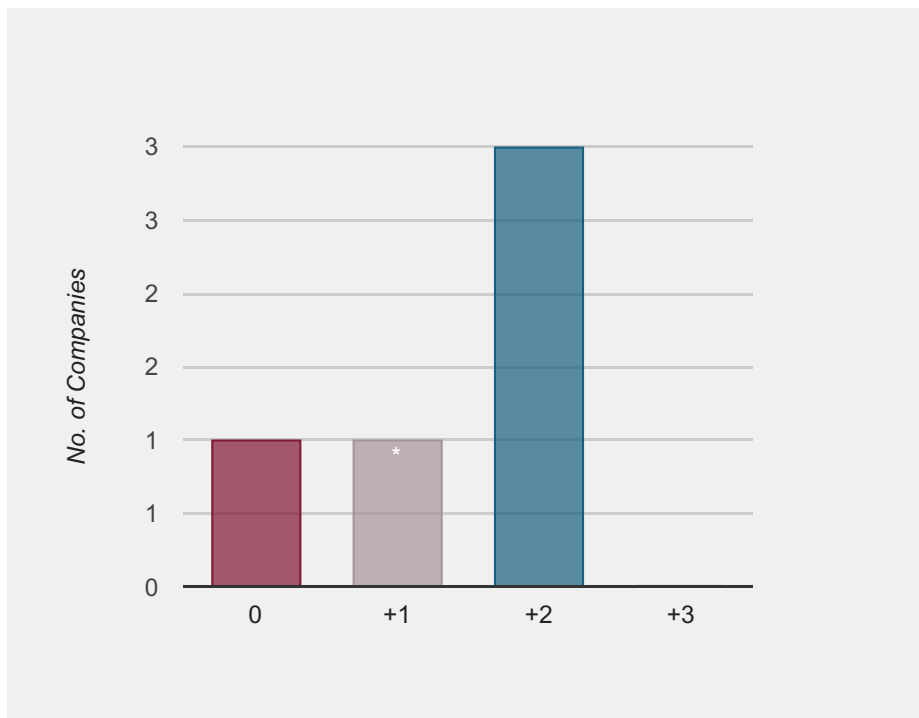
2.3.3 The management of contractual arrangements with the customer has been defined and implemented.



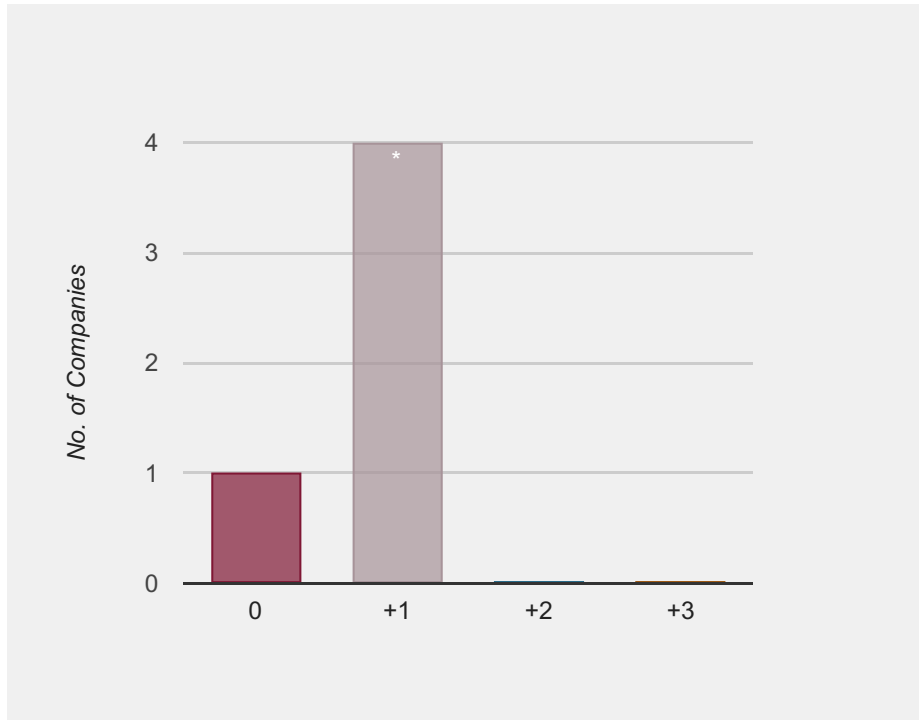
2.4.1 Use of subcontractors is agreed with customers and subject to defined quality assurance procedures



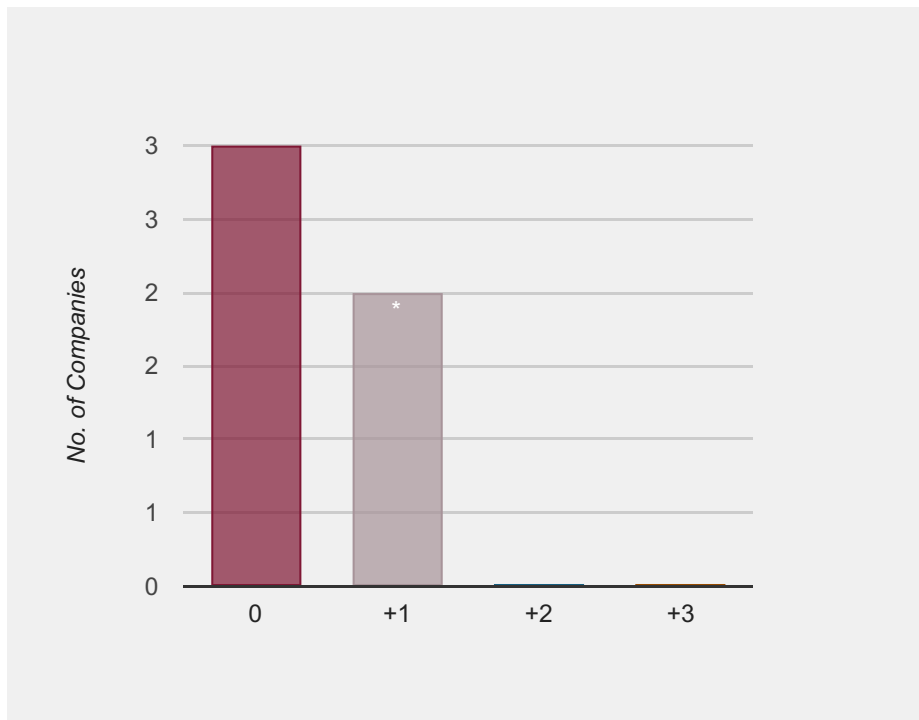
2.4.2 Effective customer and consumer performance indicators and service level agreements have been established.



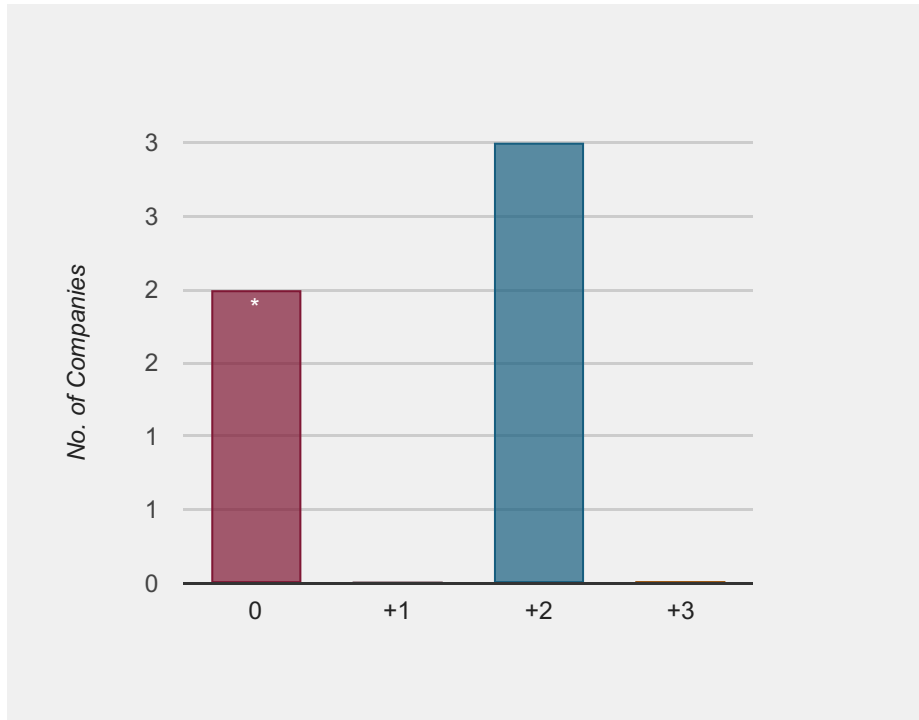
2.4.3 Defined and implemented incident procedures exist.



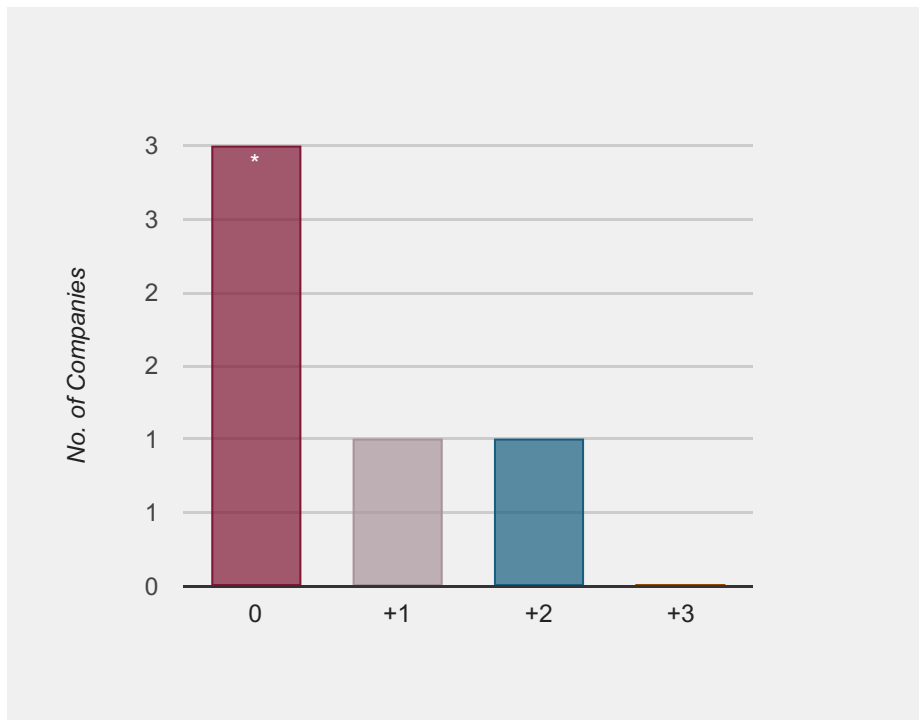
2.4.4 All procedures are regularly reviewed.



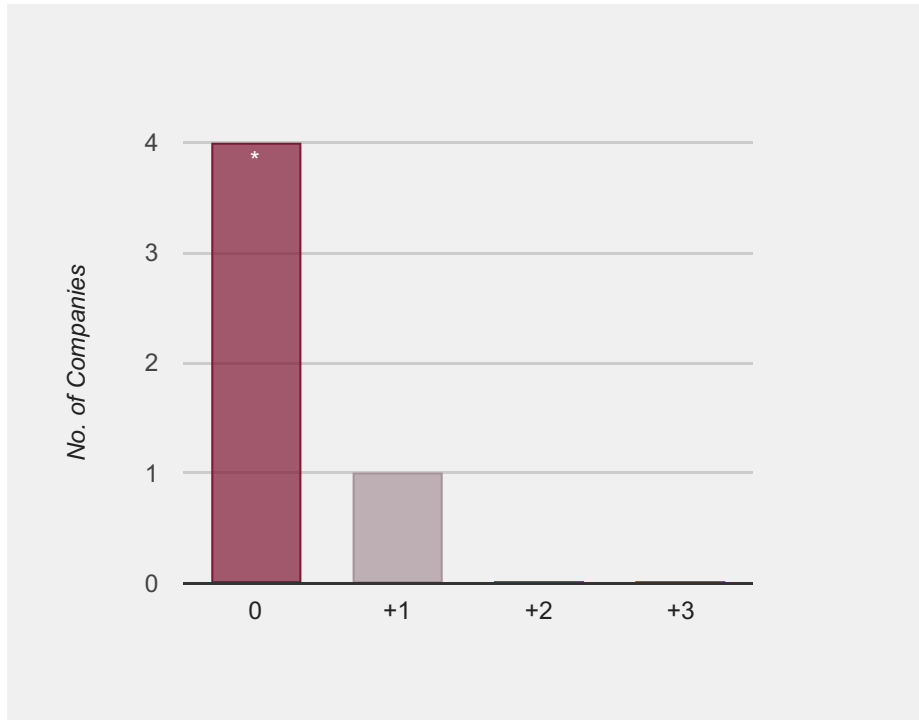
2.4.5 Effective procedures exist to ensure the attendance of staff on customer sites.



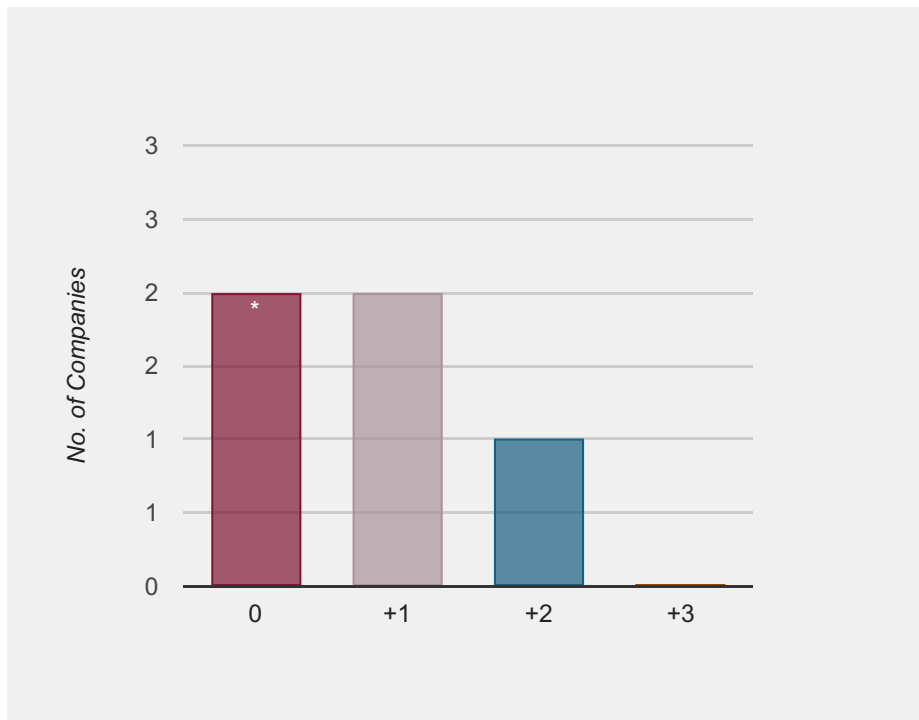
2.5.1 Plans for improvement exist, based on the review of actual performance.



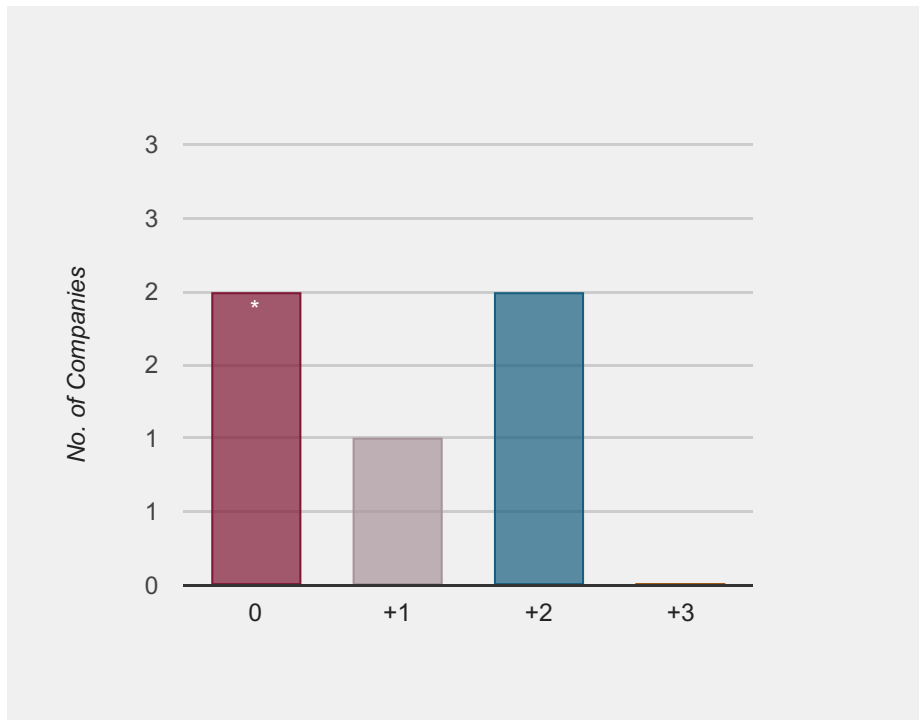
2.5.2 Procedures for the implementation of changes are in place and used.



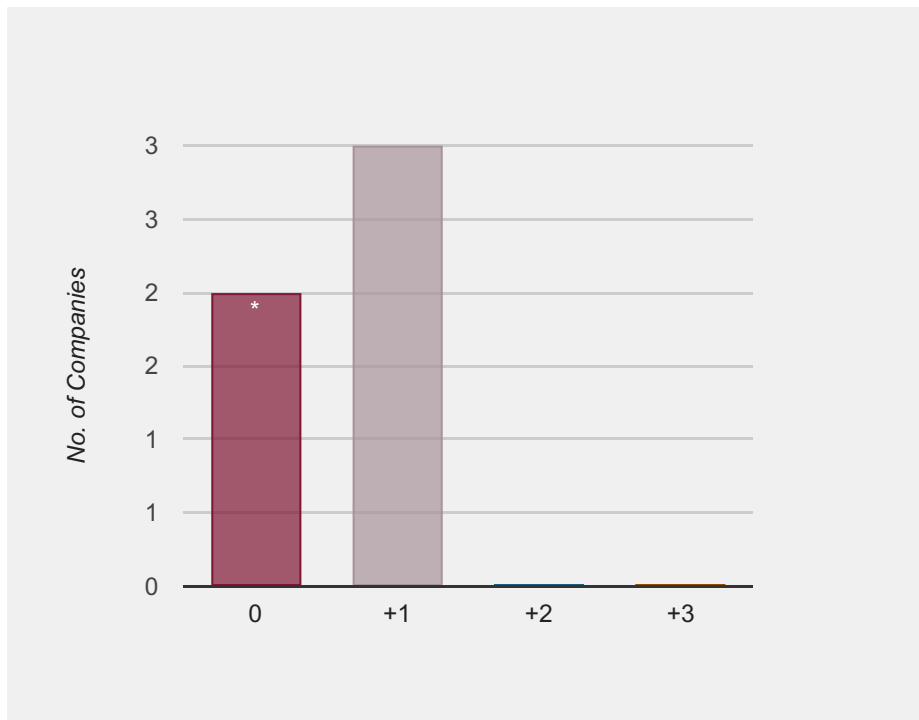
3.1.1 Sound purchasing procedures are implemented.



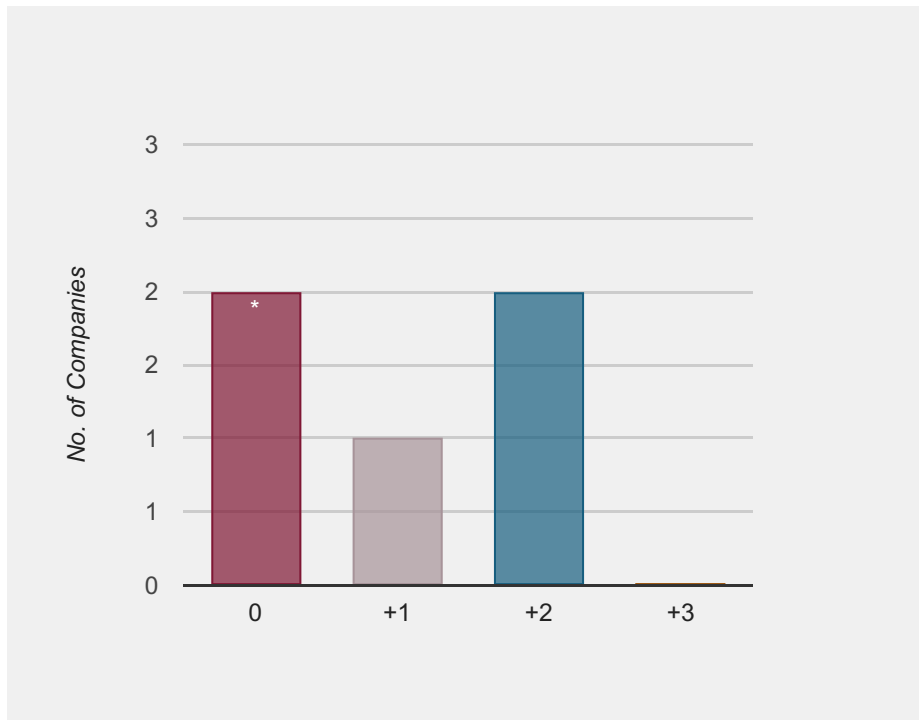
3.1.2 The organisation works in partnership with its suppliers to improve performance.



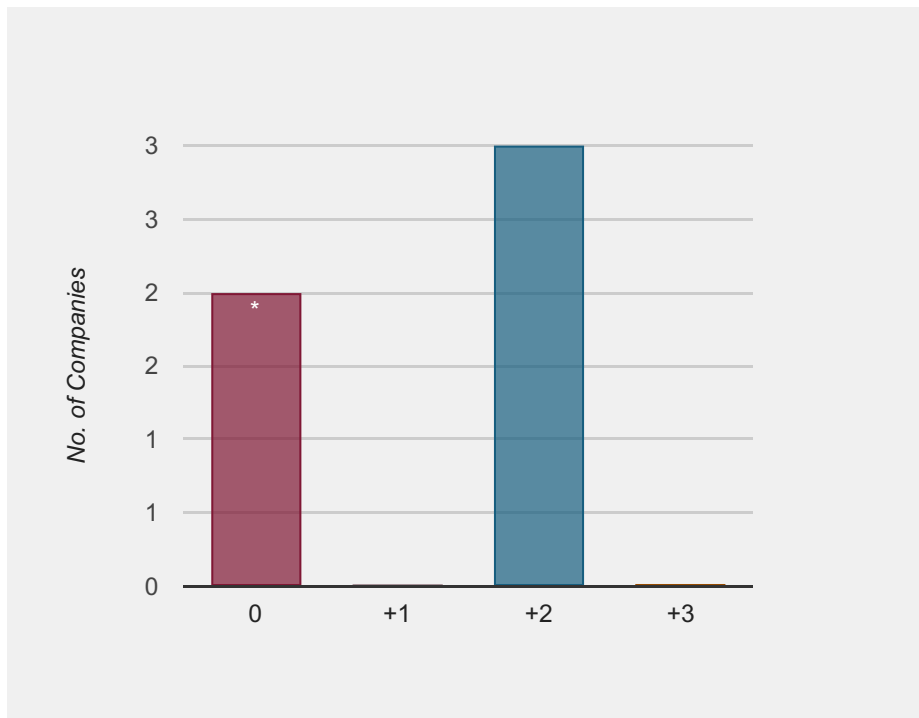
3.2.1 Professional advice is offered to customers on the best approach to meet their needs.



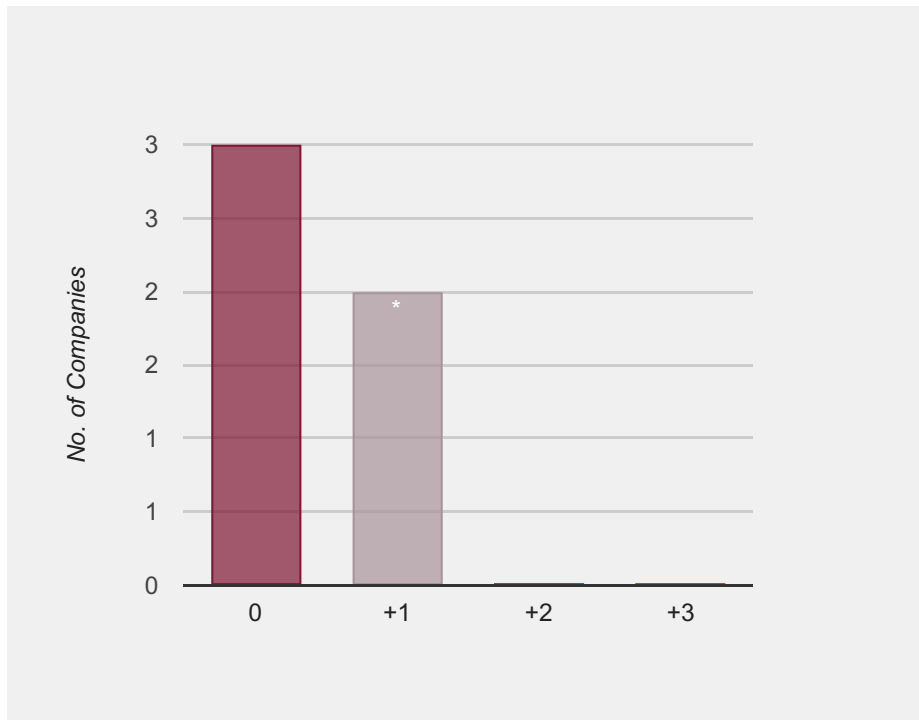
3.2.2 An approach to responding to tender/request for services is implemented.



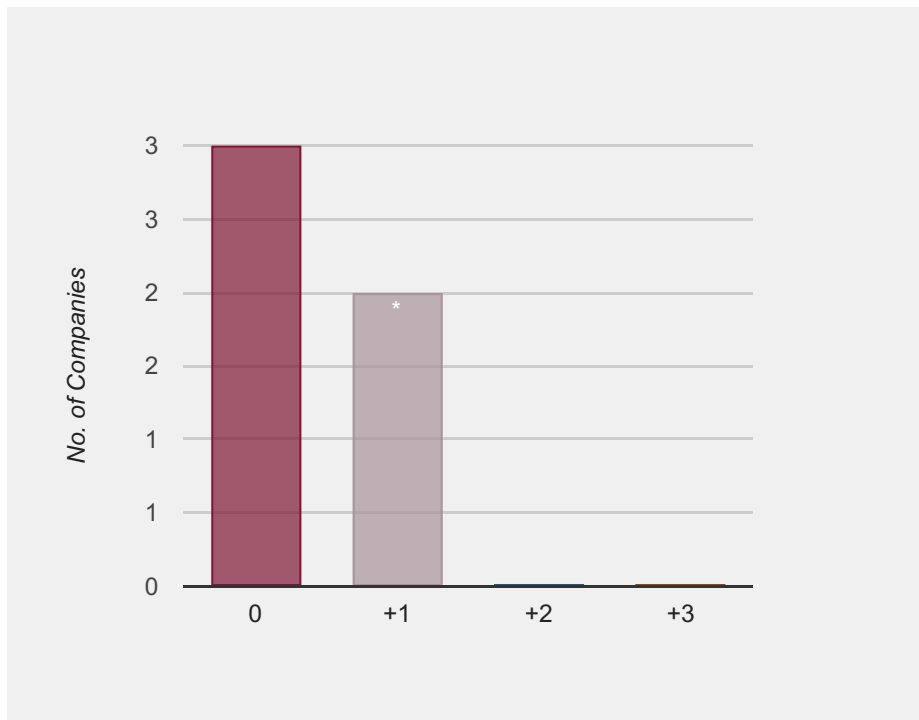
3.2.3 A process for obtaining new business exists and is implemented.



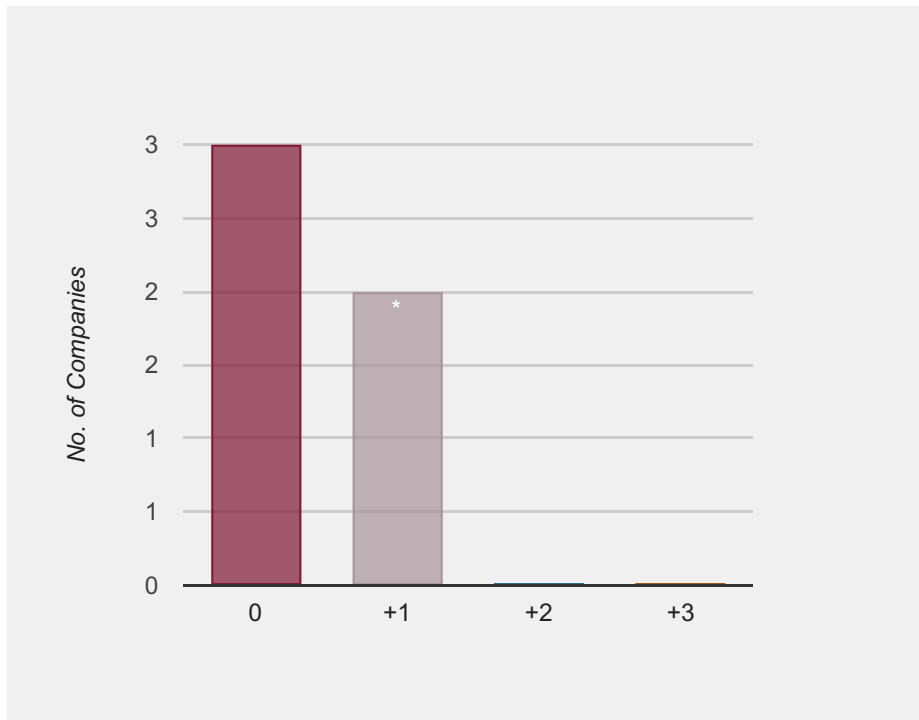
3.3.1 A process for customer site visits is implemented.



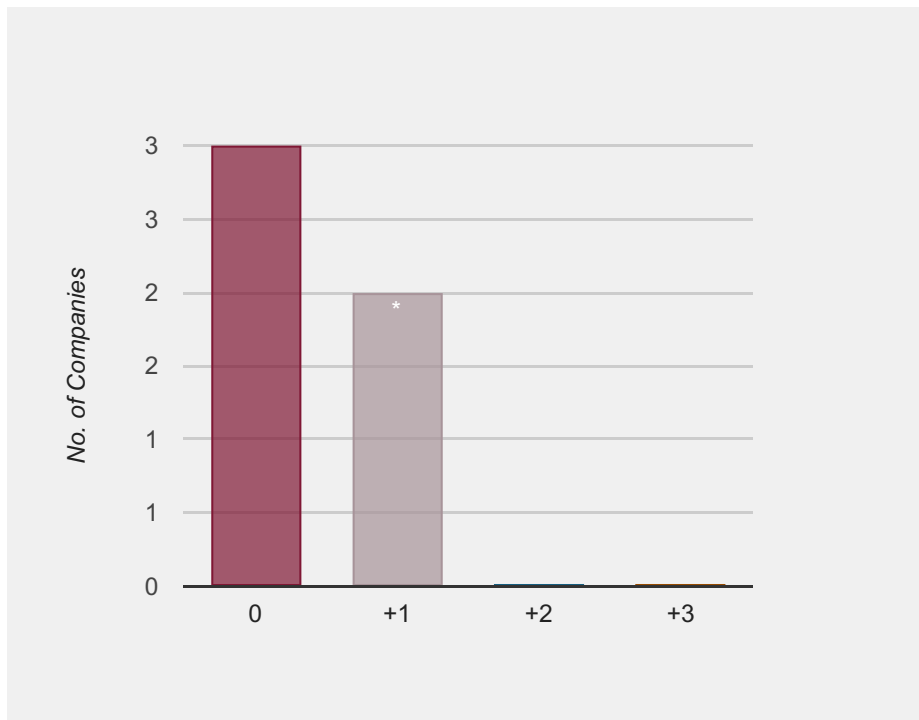
3.3.2 A customer complaints procedure is in place and implemented.



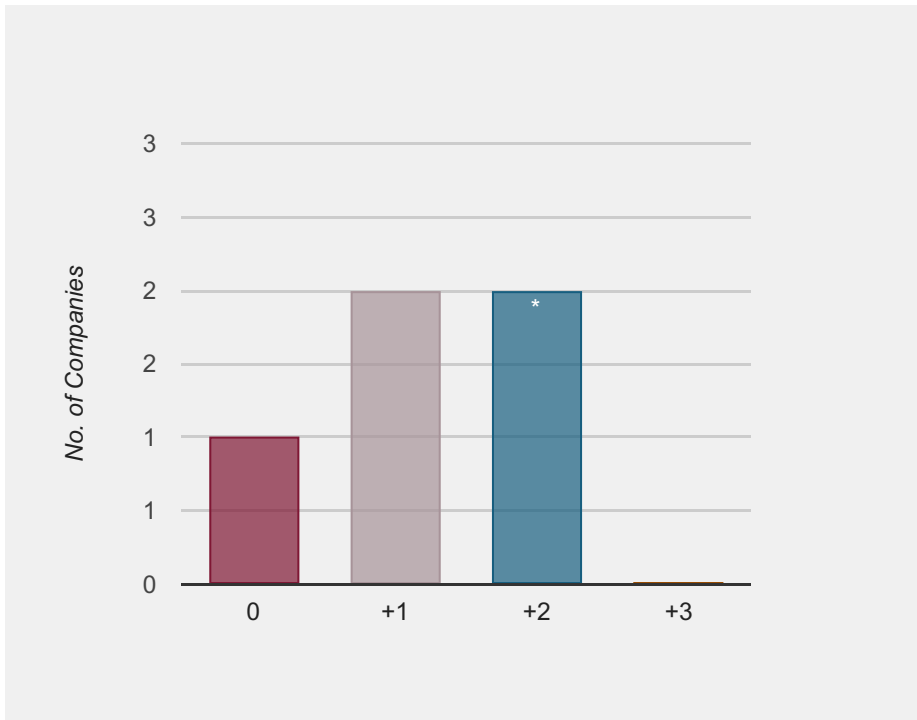
3.4.1 Procedures are in place to handle consumer feedback and are implemented.



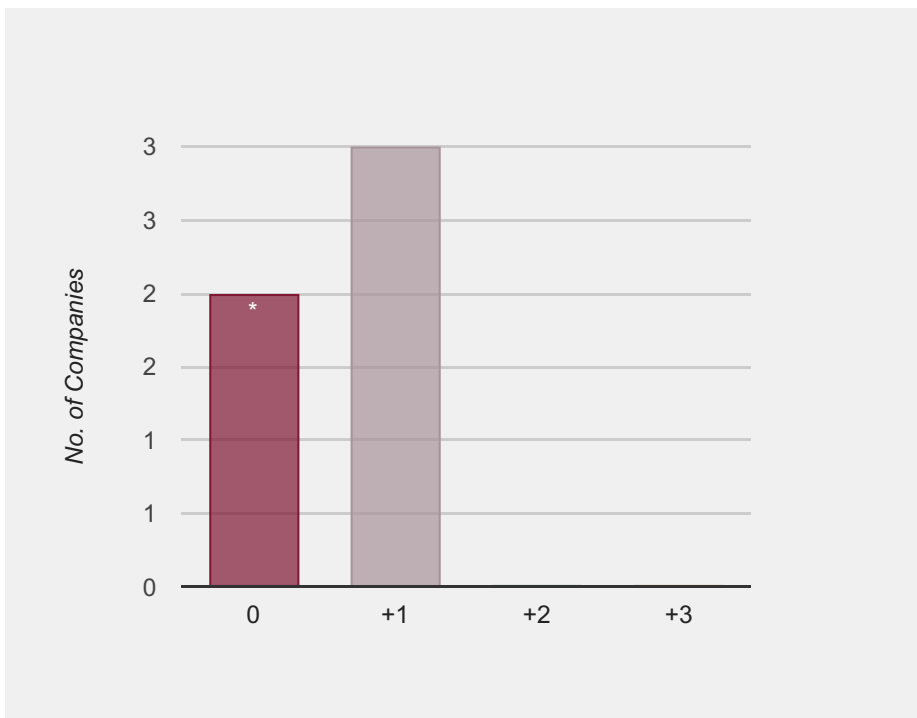
3.4.2 An approach to consumer contact is implemented.



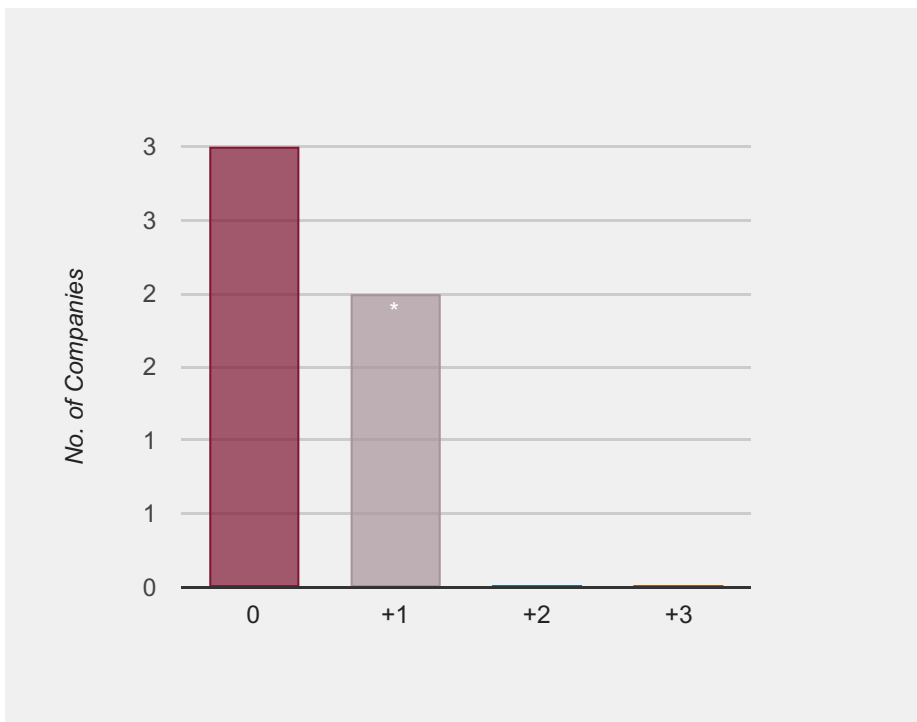
4.1.1 Two years accounts can be presented and/or the availability of funding for the achievement of the plan for the business can be demonstrated



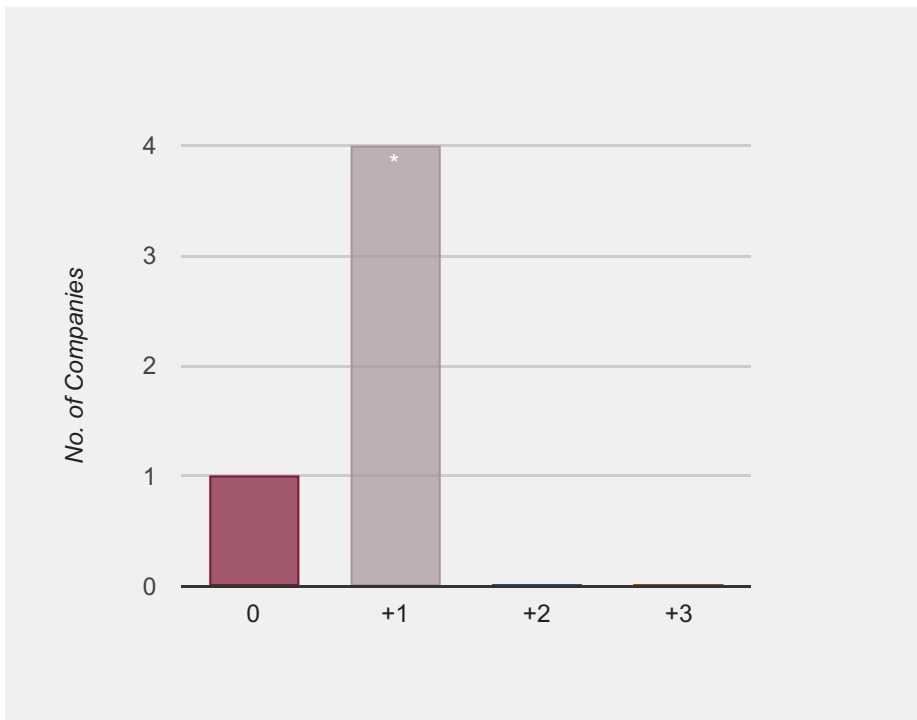
4.2.1 Clear and effective management of the payroll can be evidenced.



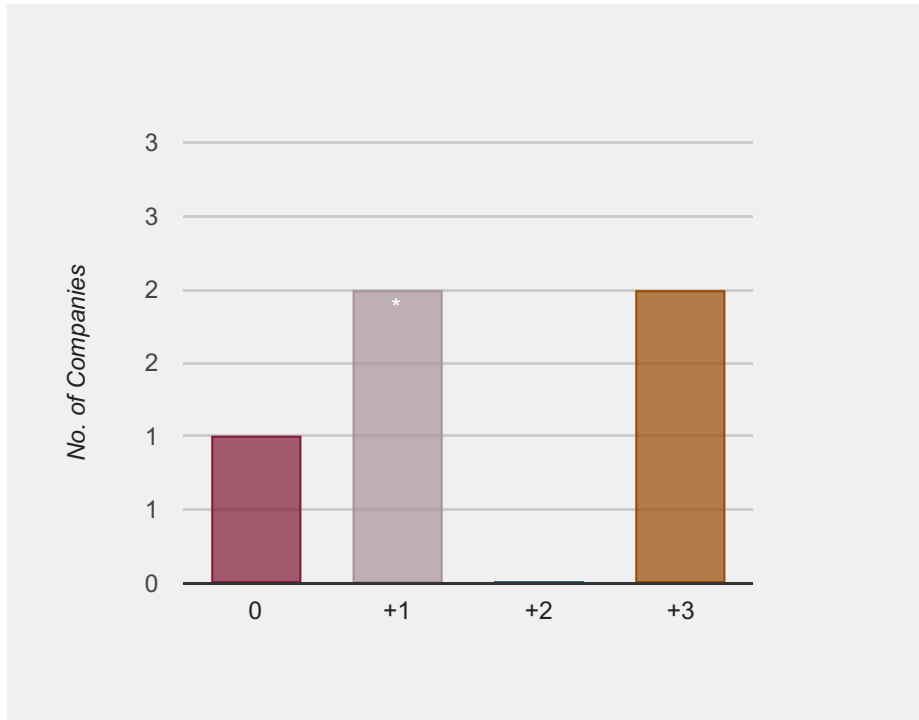
4.2.2 Effective financial management procedures are implemented (i.e. there are sound fiscal controls in place).



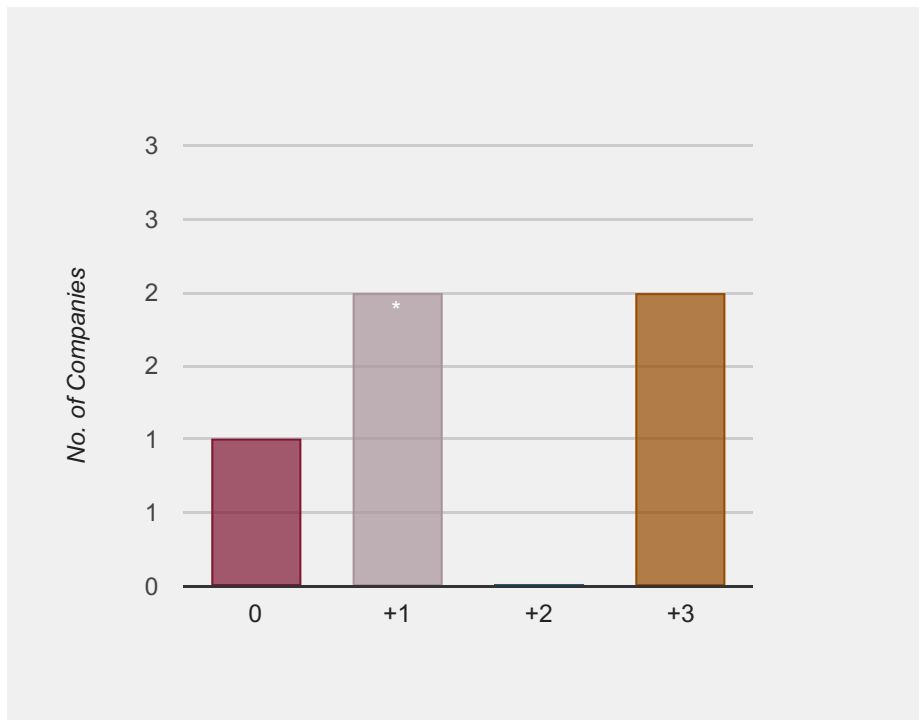
4.2.3 A clear 'fit and proper' management structure with defined and understood authority levels is in place.



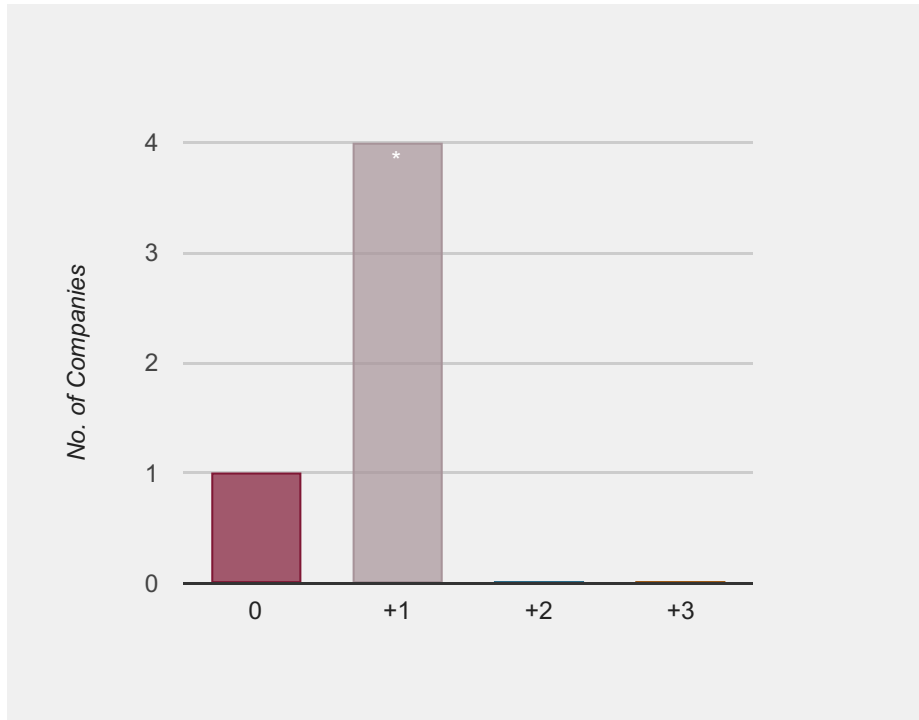
4.3.1 There is sufficient insurance cover to meet contractual requirements.



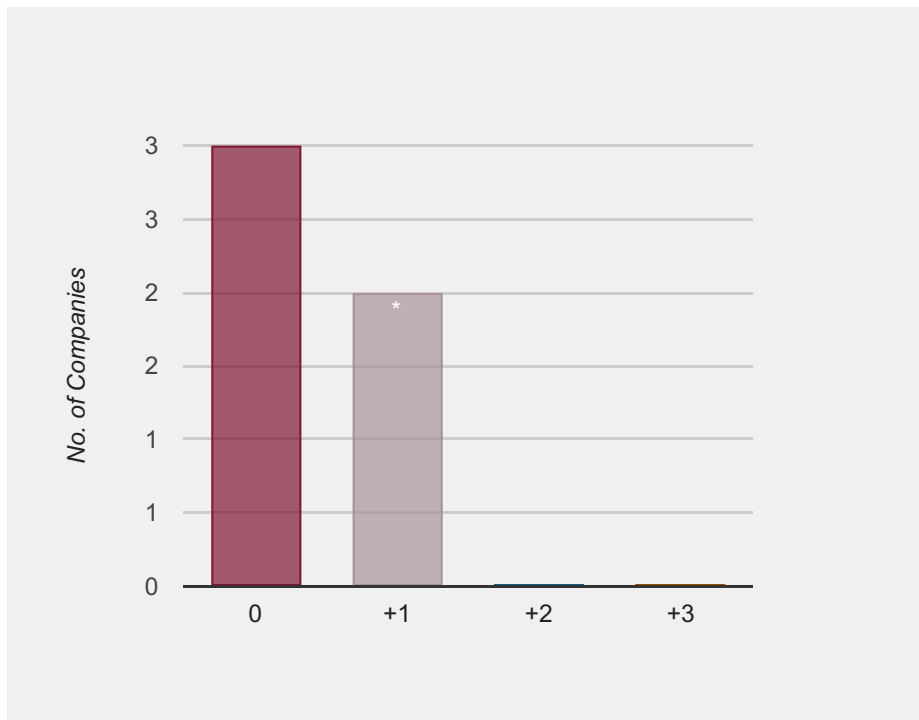
4.4.1 Effective analysis of the market place in which the organisation operates is conducted.



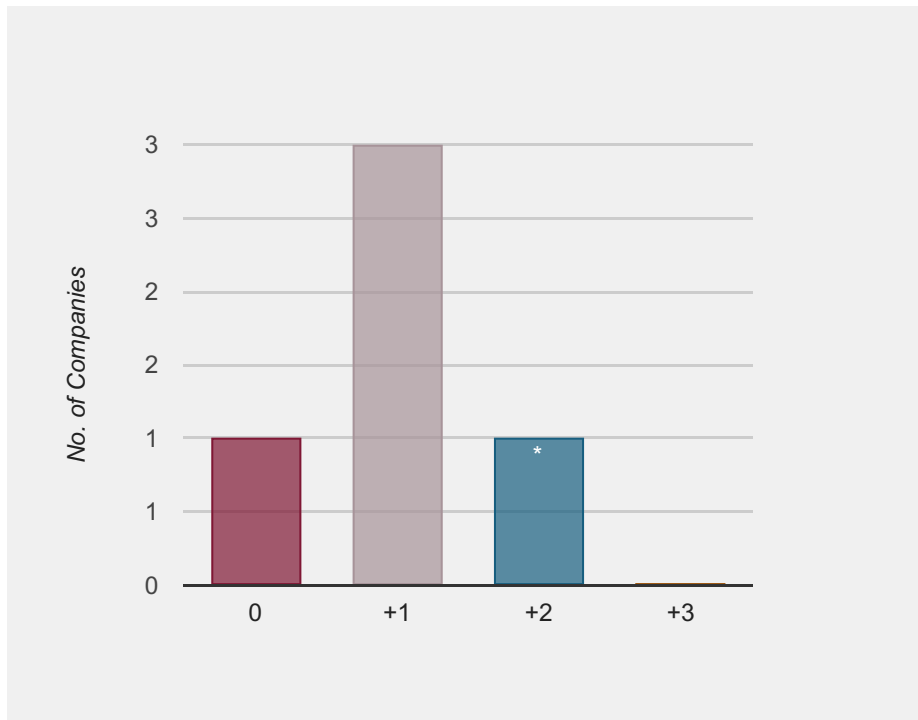
5.1.1 Information key to the business is delivered in an effective manner to staff and other stakeholders



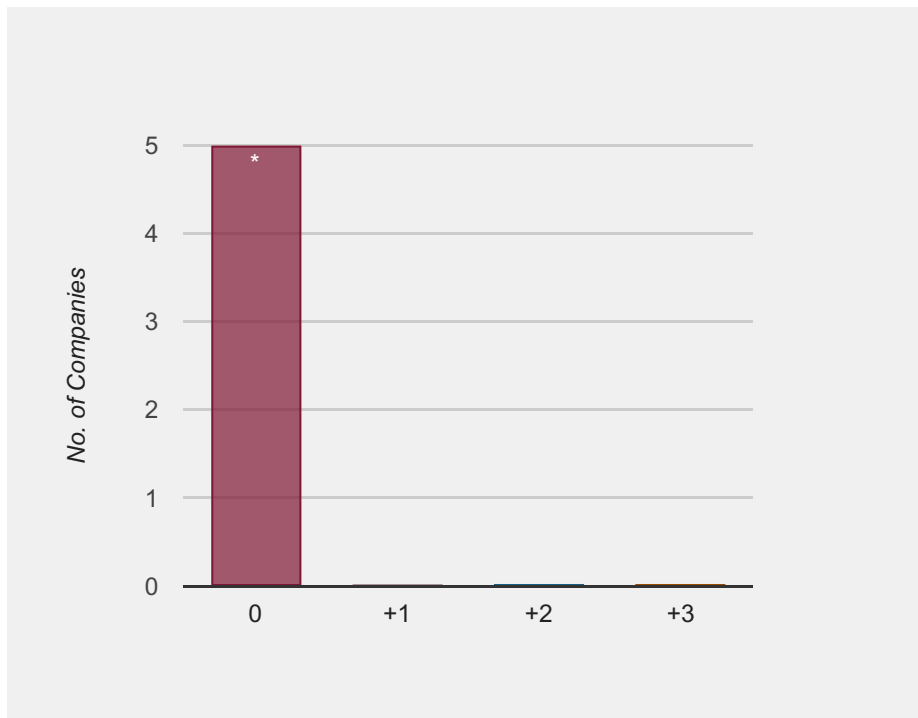
5.1.2 Relevant versions of documents are available at the point of use.



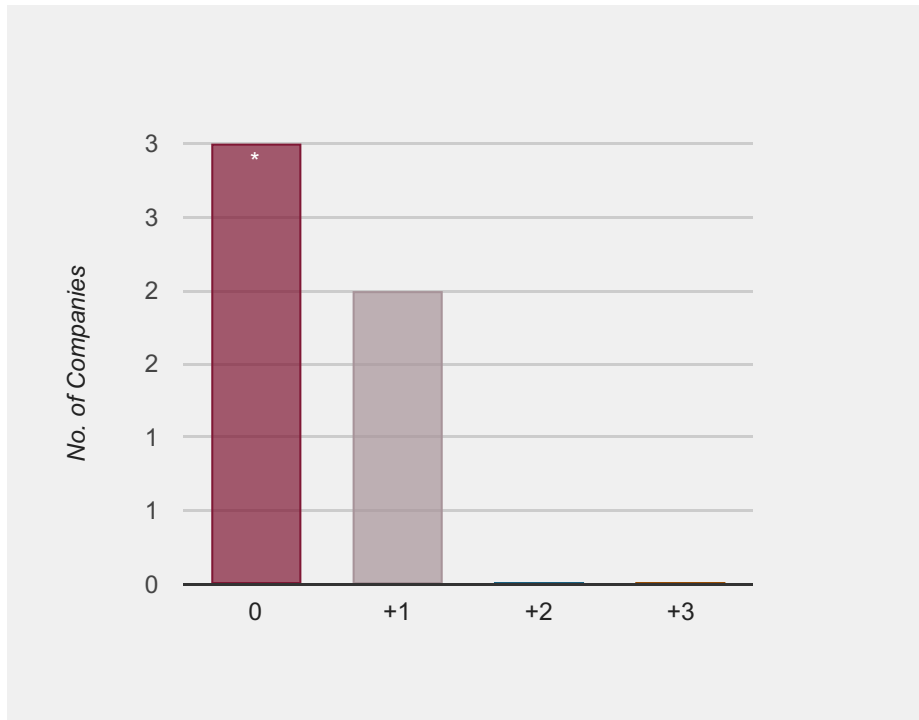
5.1.3 Adherence to the Data Protection Act 1998 is apparent.



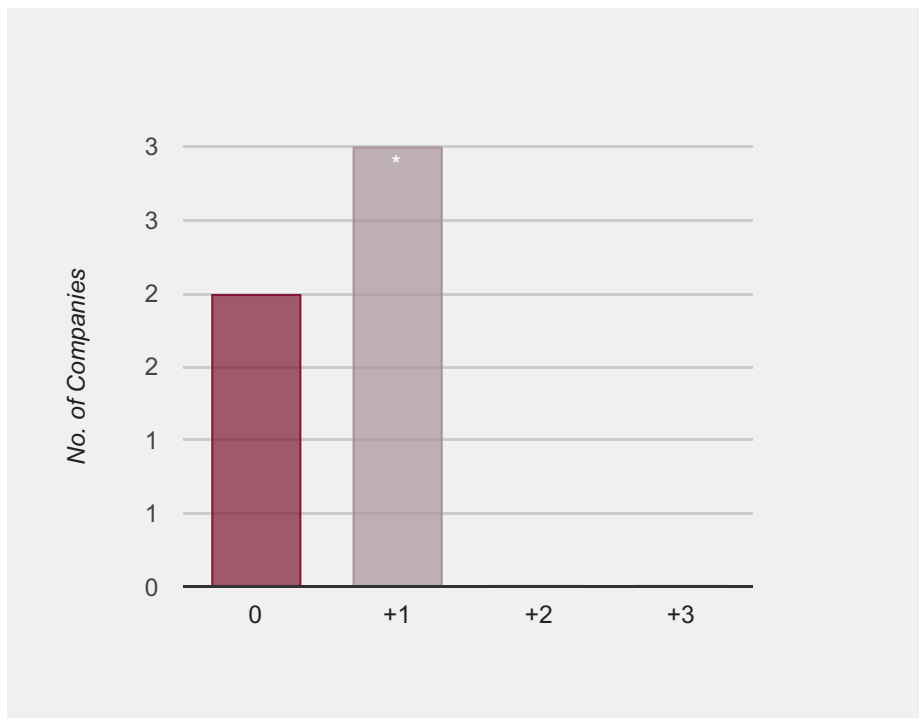
5.1.4 Personnel records and other key information are maintained effectively



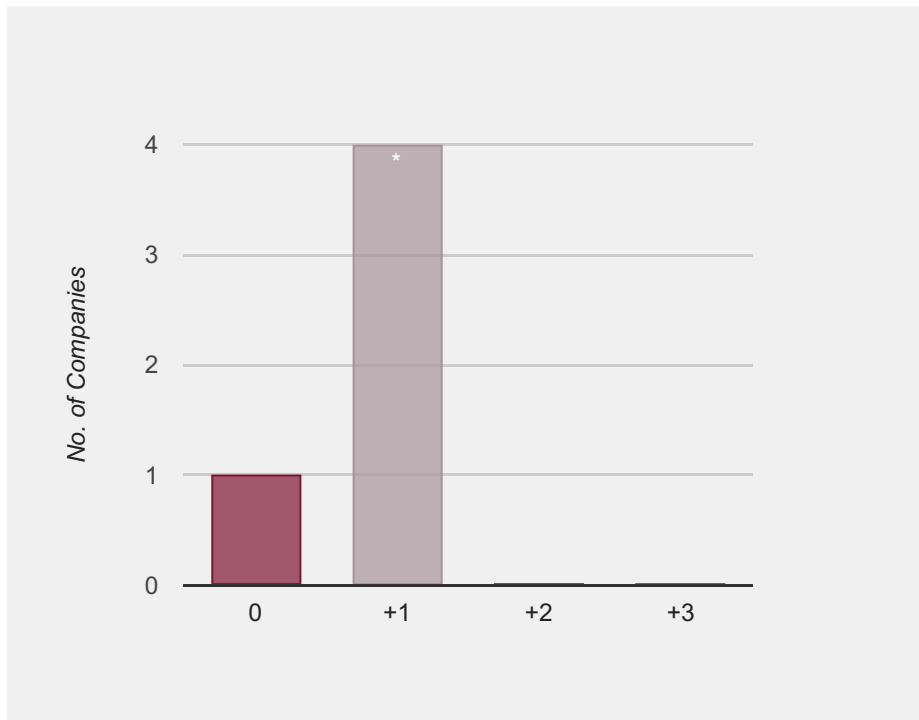
5.2.2 Lease or ownership papers are appropriate to the business premises, providing administrative and any operational centres that are fit for purpose



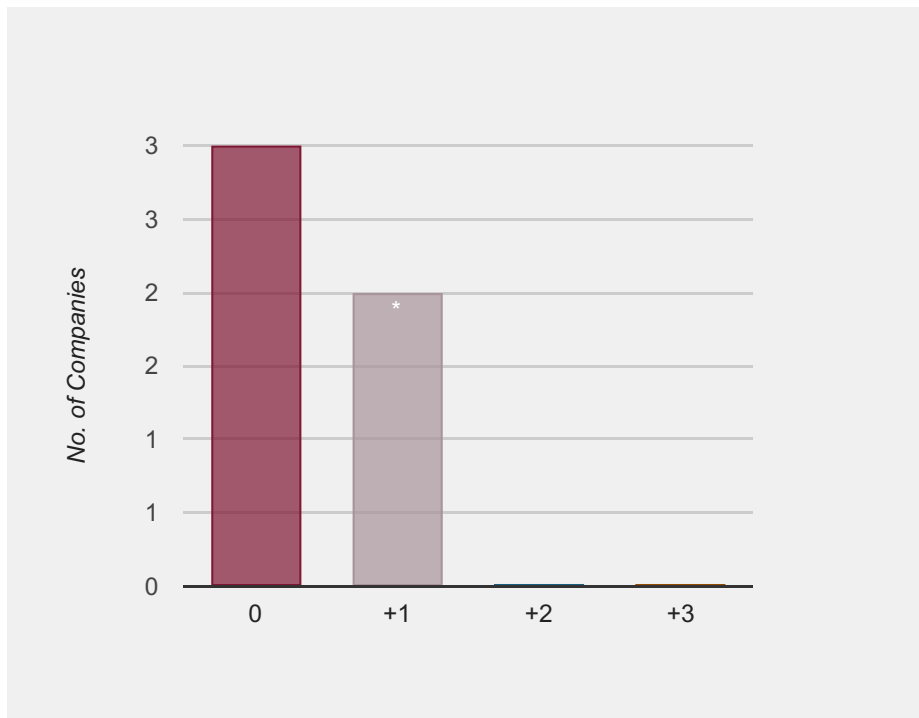
5.2.3 Control rooms/response rooms are designed, fitted and equipped in a manner appropriate to purpose.



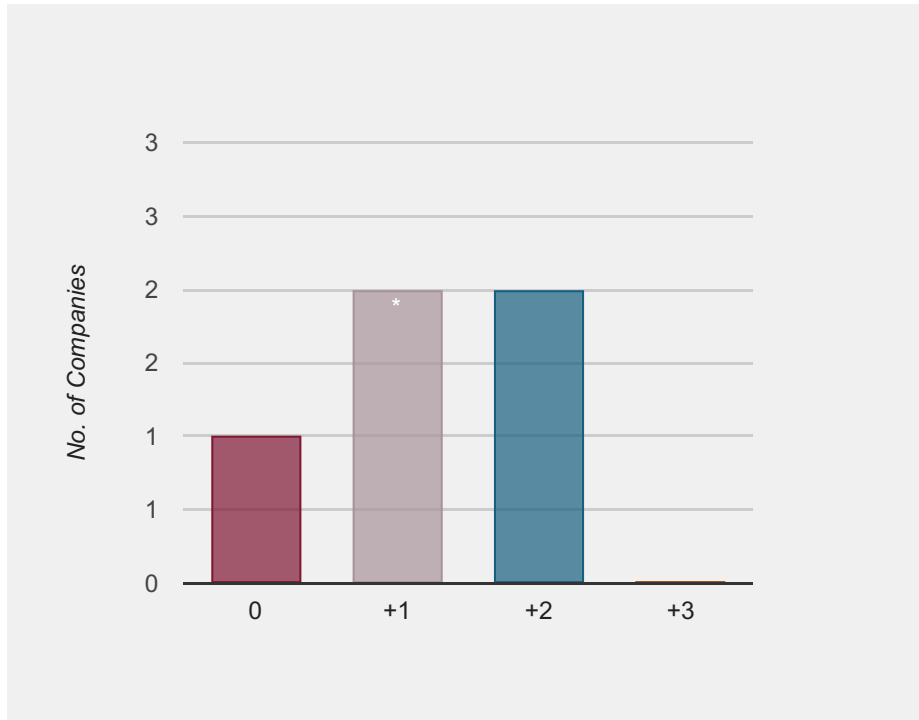
5.2.4 Equipment owned is recorded, adequately maintained and appropriate for its purpose.



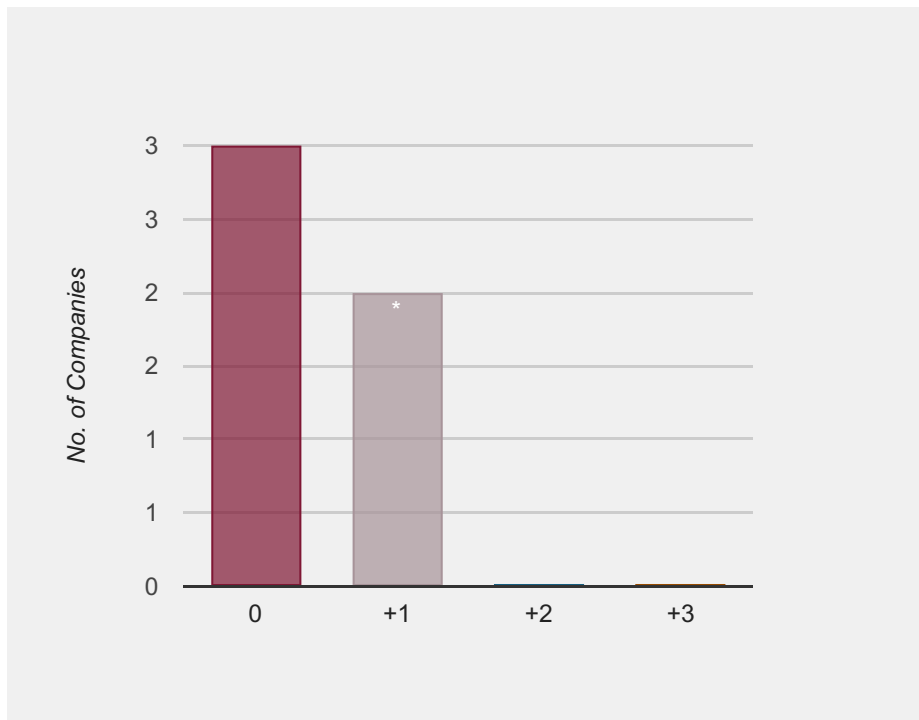
5.2.5 Service delivery to customers and safety for staff are improved by investment in technology.



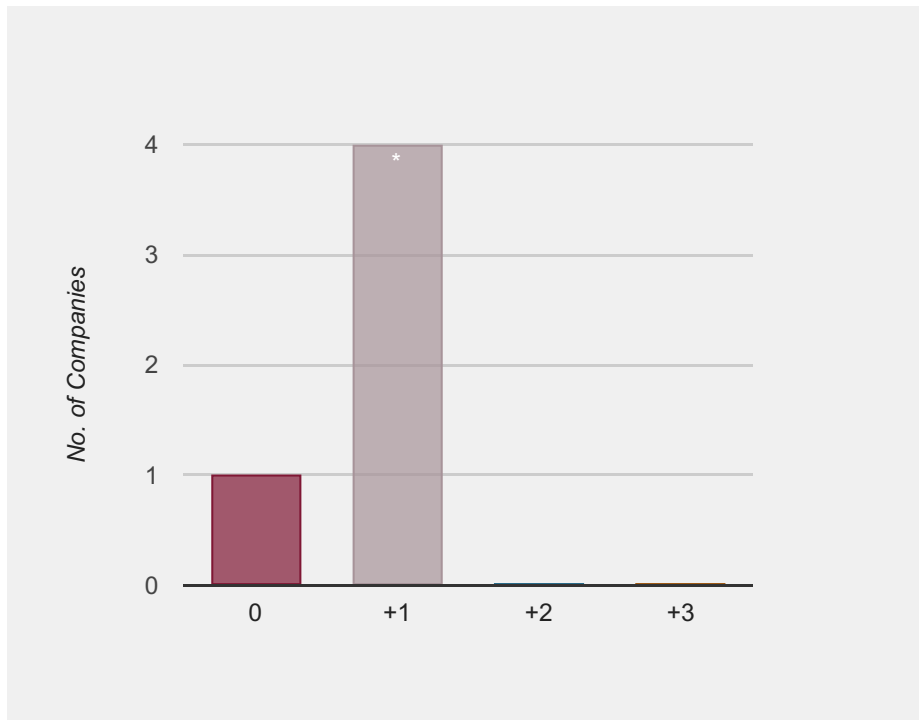
6.1.1 There is an effective recruitment policy.



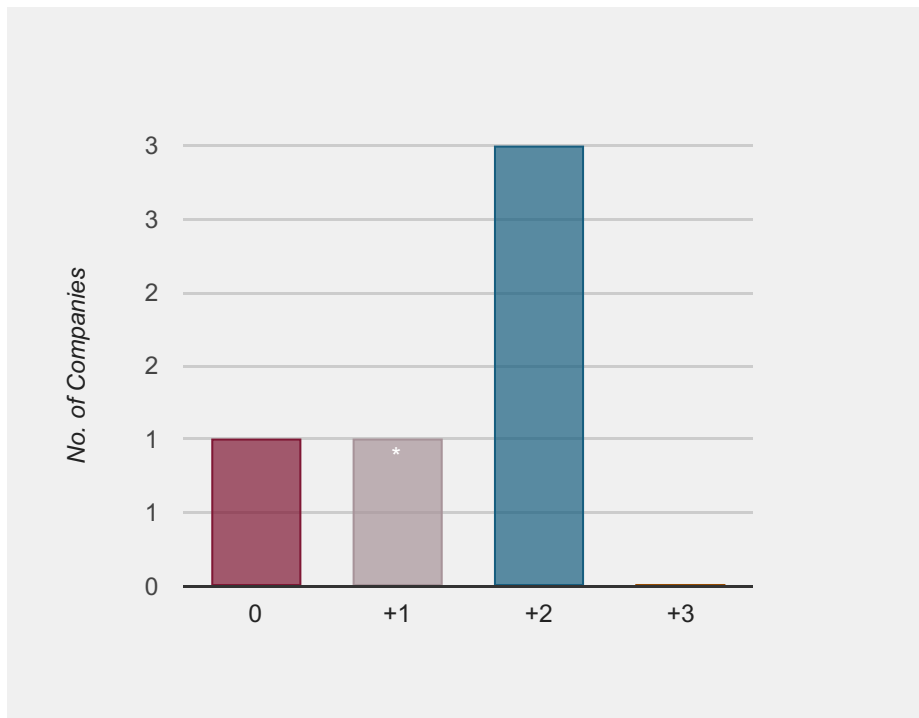
6.1.2 Staff records are maintained



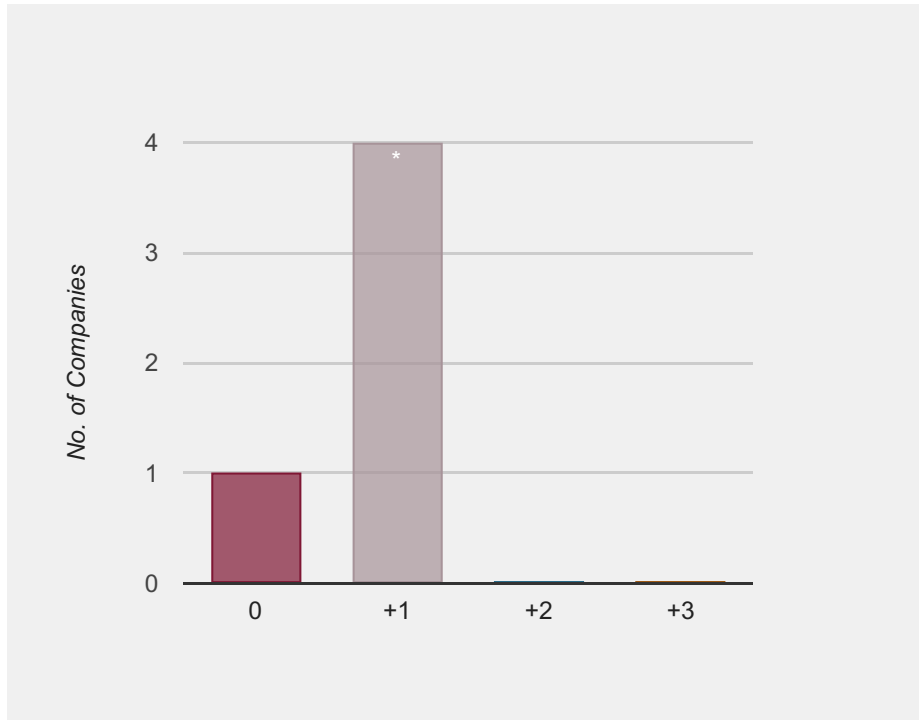
6.1.3 A grievance procedure is in place which is implemented and communicated



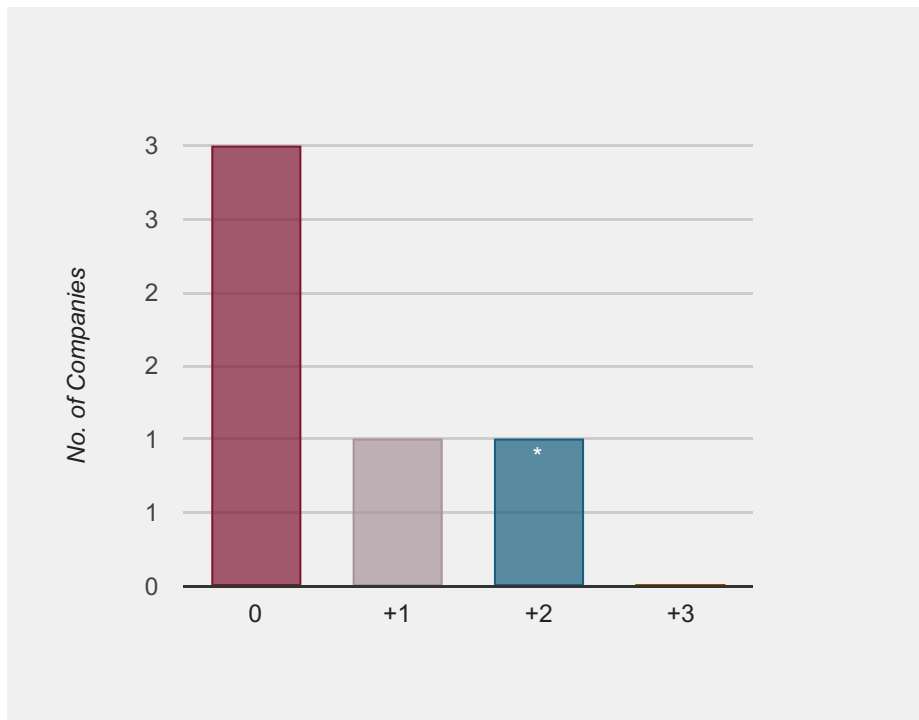
6.1.4 Terms and conditions of employment exist which are implemented and communicated



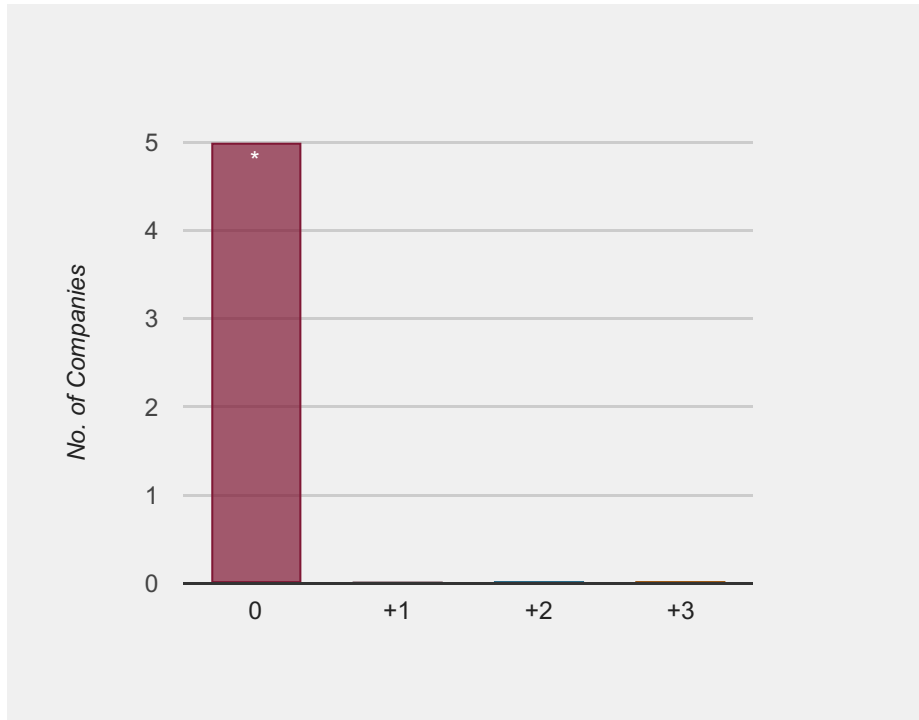
6.1.5 A disciplinary process is in place which is implemented and communicated.



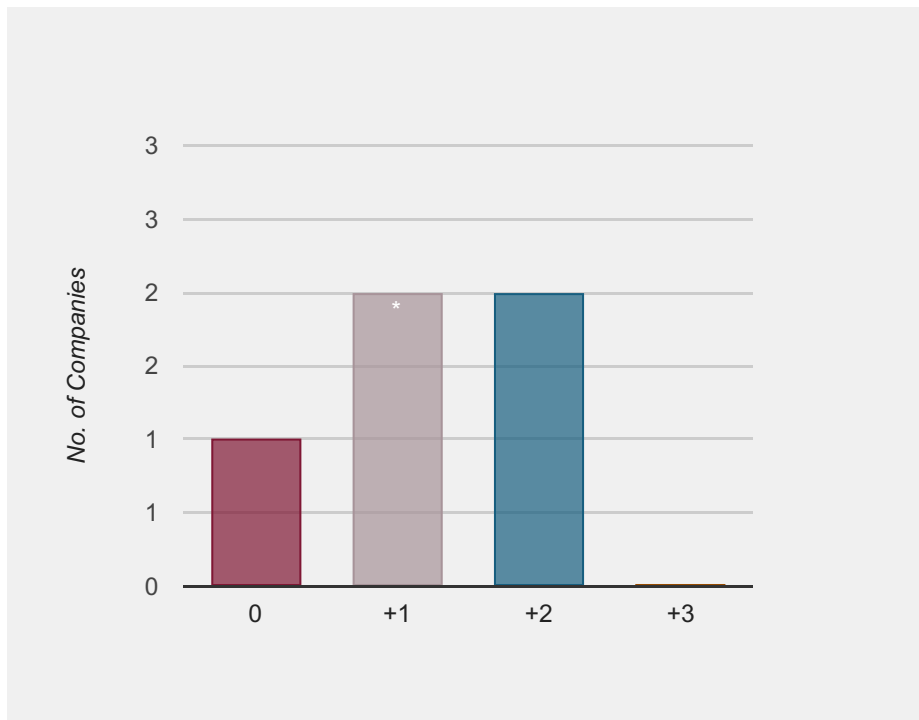
6.1.6 A policy exists covering 'Transfer of Undertakings' which is implemented and communicated.



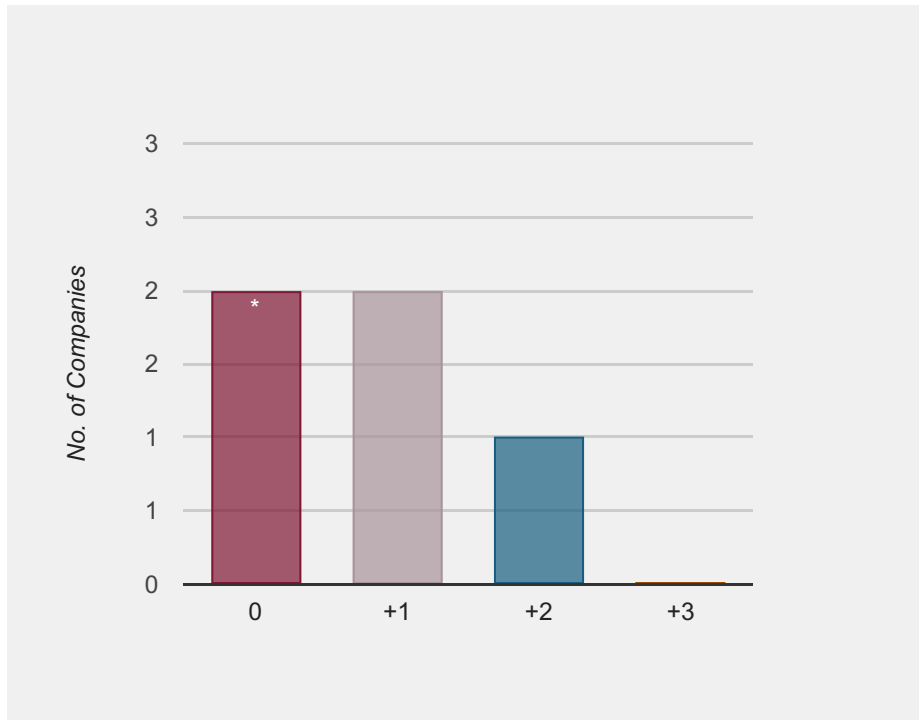
6.1.7 Roles and responsibilities are defined for all staff.



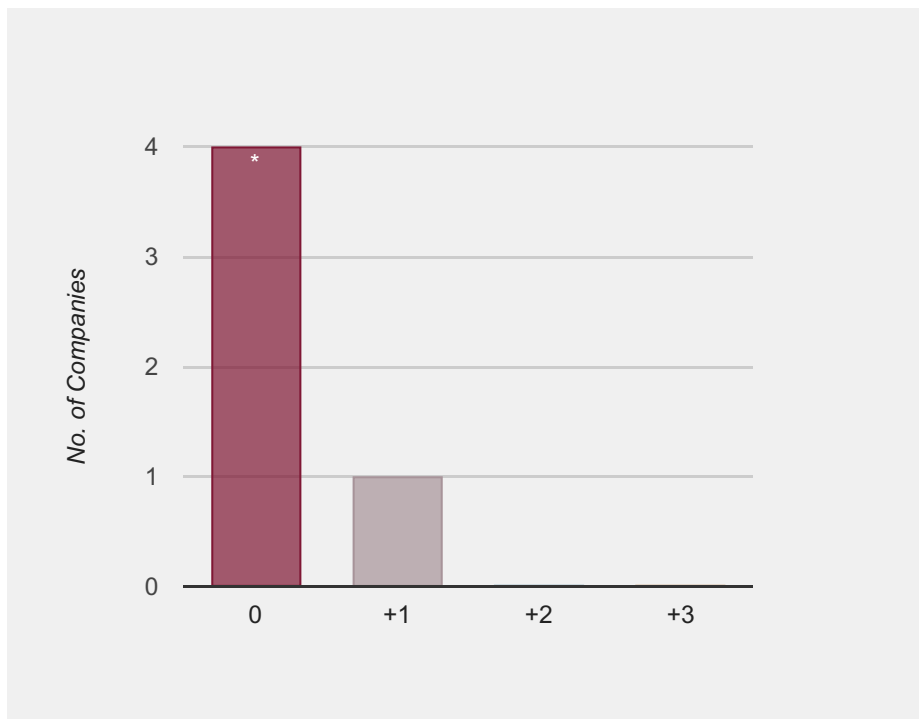
6.1.8 A defined policy relating to equality and diversity exists which is implemented and communicated



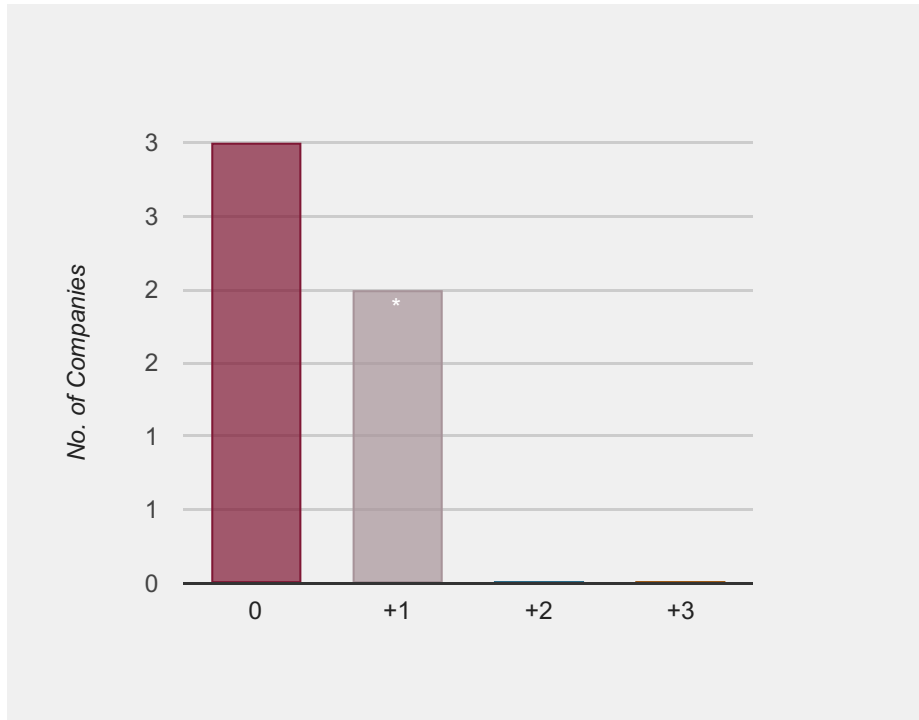
6.1.9 A process for obtaining staff opinions on the organisation, their job and conditions exists and is implemented



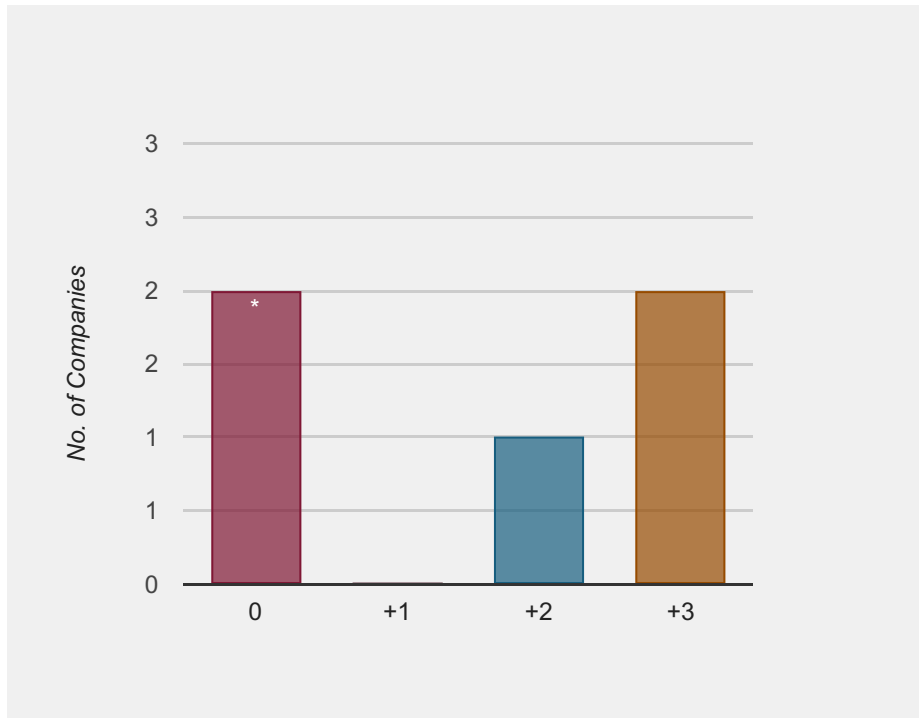
6.2.1 Staff training, development and improvement policy and procedures are in place, implemented and communicated



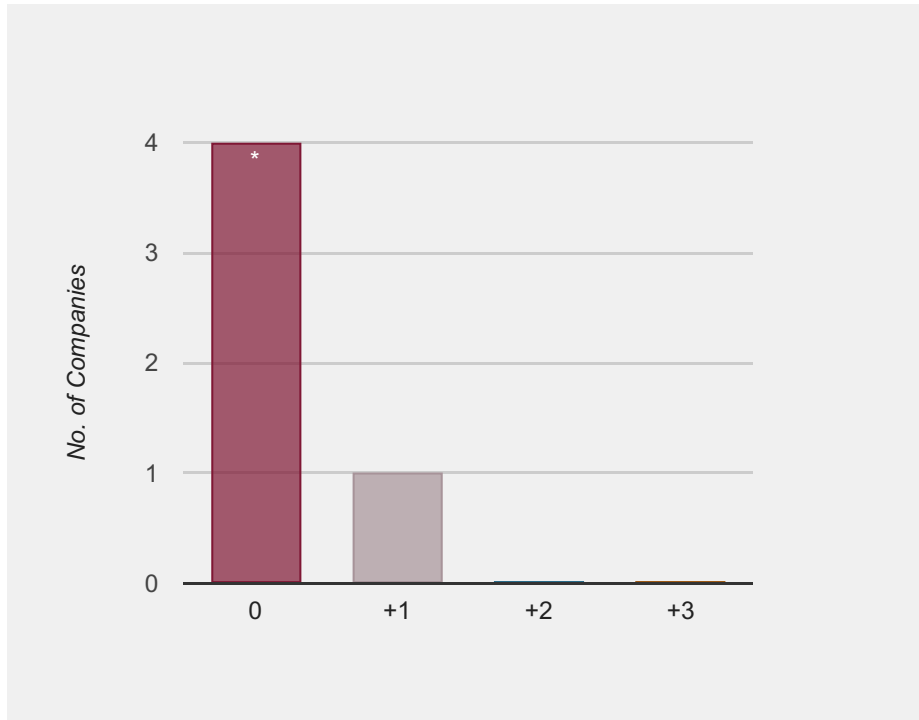
6.2.2 An induction pack/training and introduction to policies and procedures exists



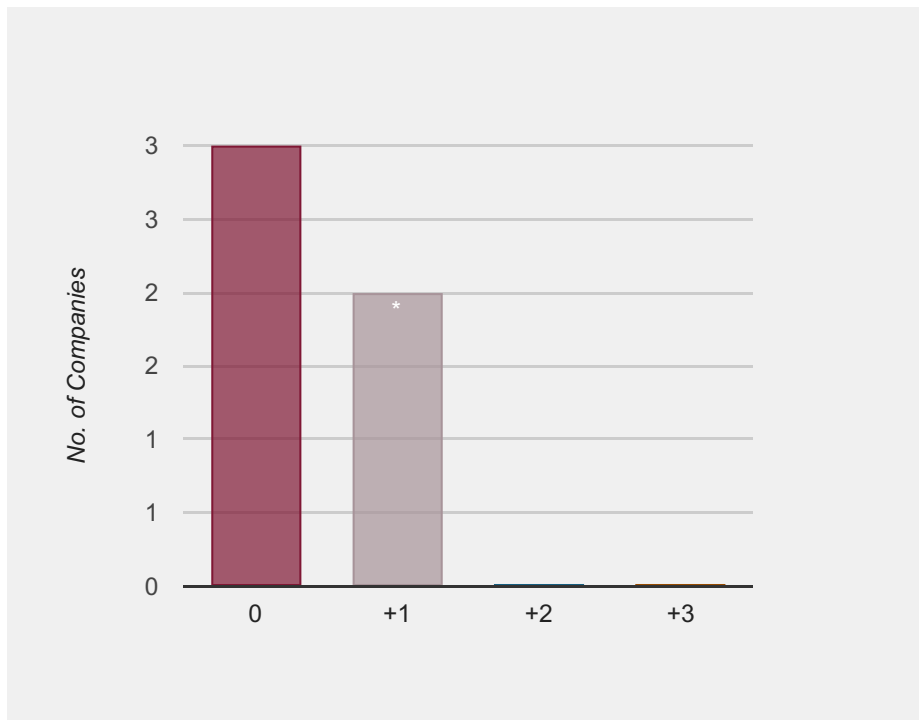
6.2.3 All staff are trained to the required standard.



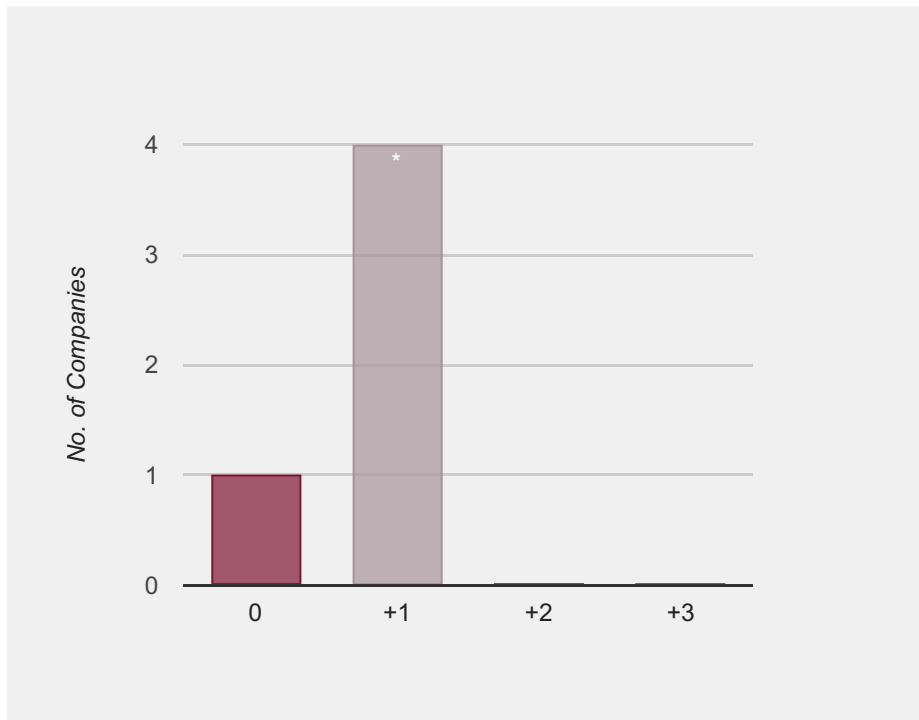
6.2.4 The organisation ensures that minimum competence of staff is maintained.



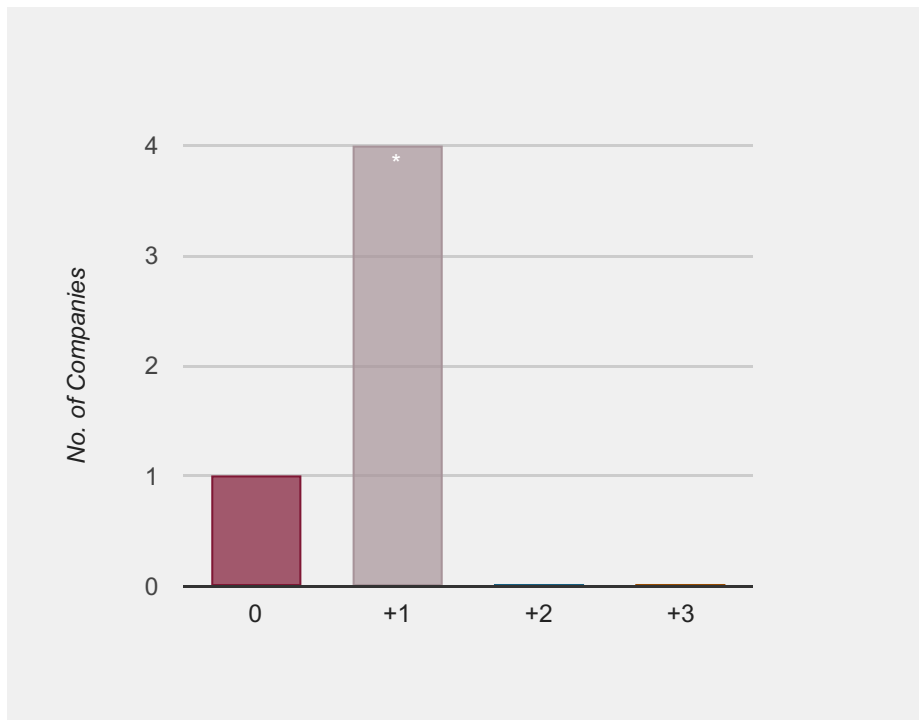
6.2.5 Assignment specific training/induction/information is given.



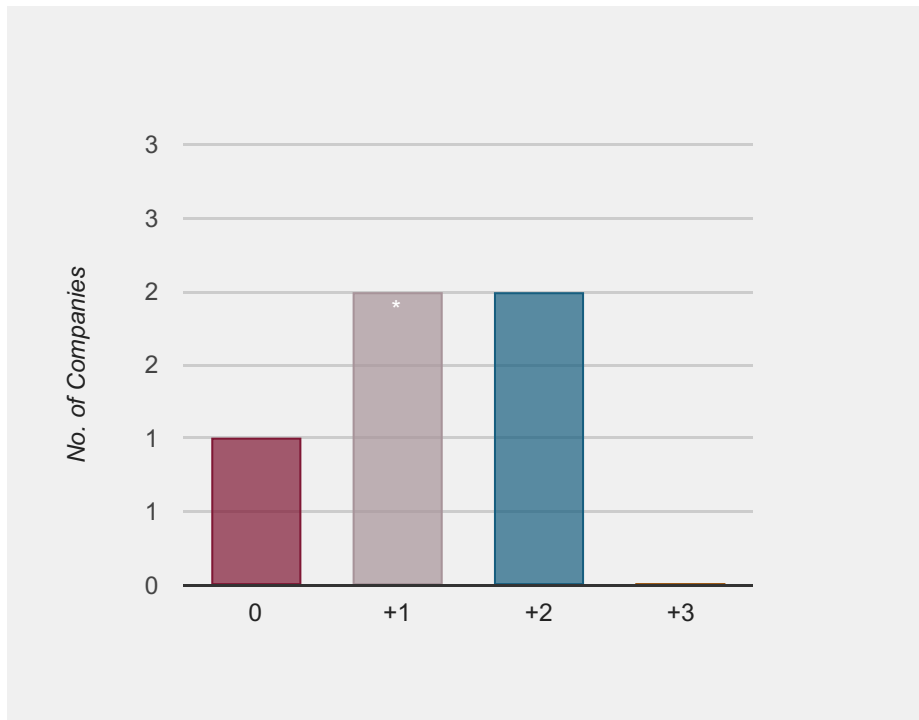
6.2.6 All staff have training plans and records



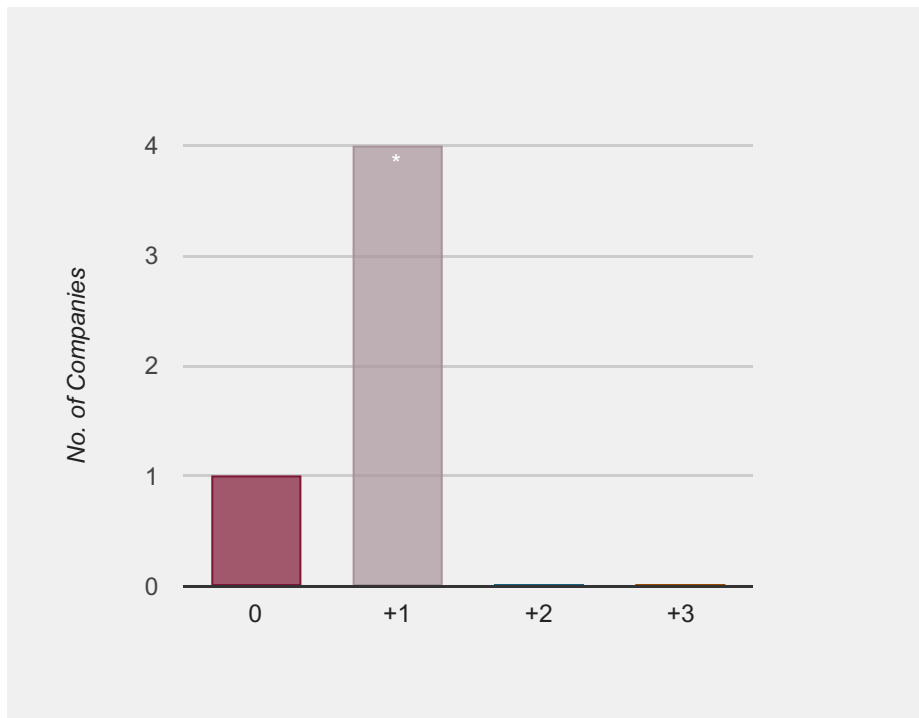
6.2.7 All supervisors are trained to the required standard for their role



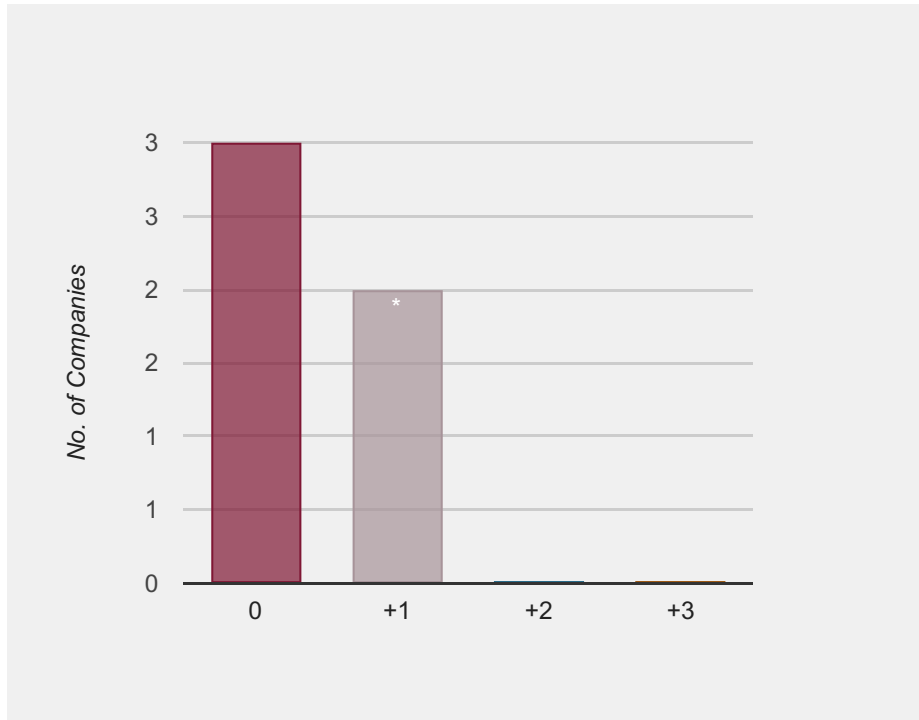
6.2.8 Customer feedback is obtained for individuals working with clients



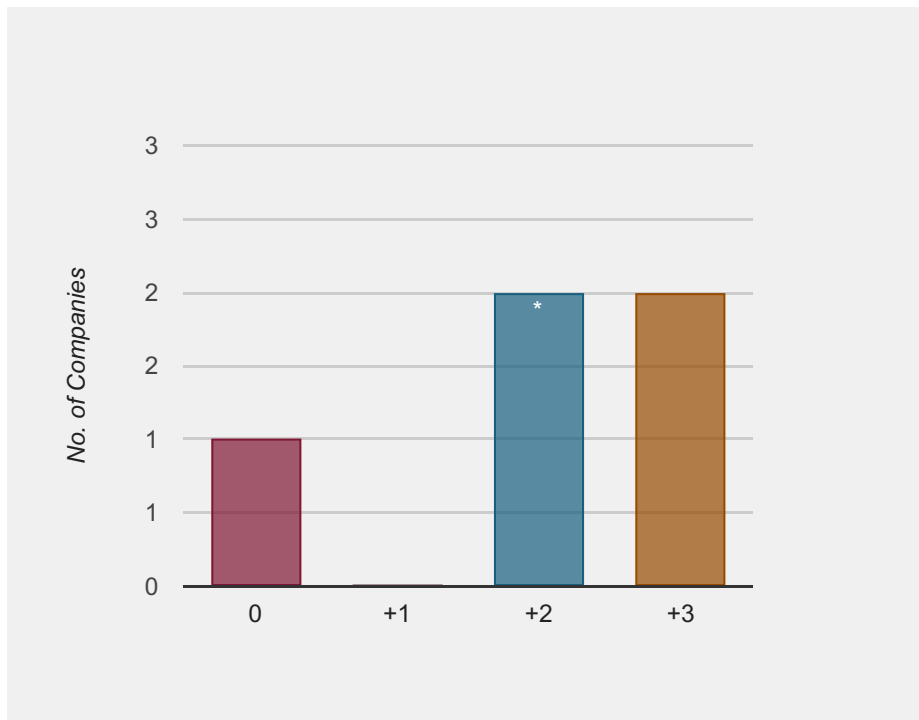
6.3.1 A holiday entitlement policy exists is implemented and communicated.



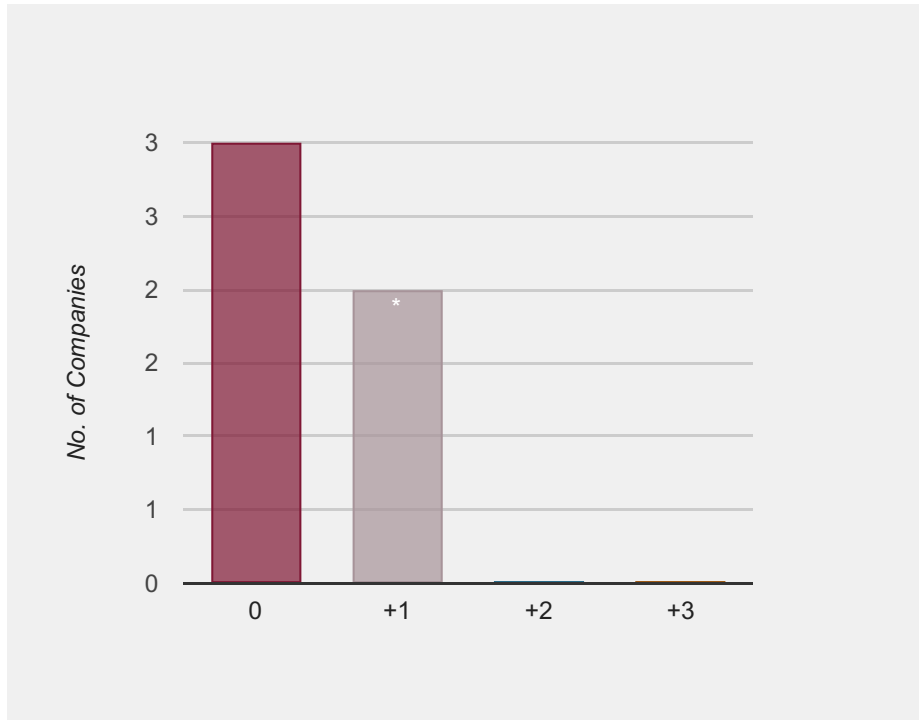
6.3.2 A pensions policy exists which is implemented and communicated.



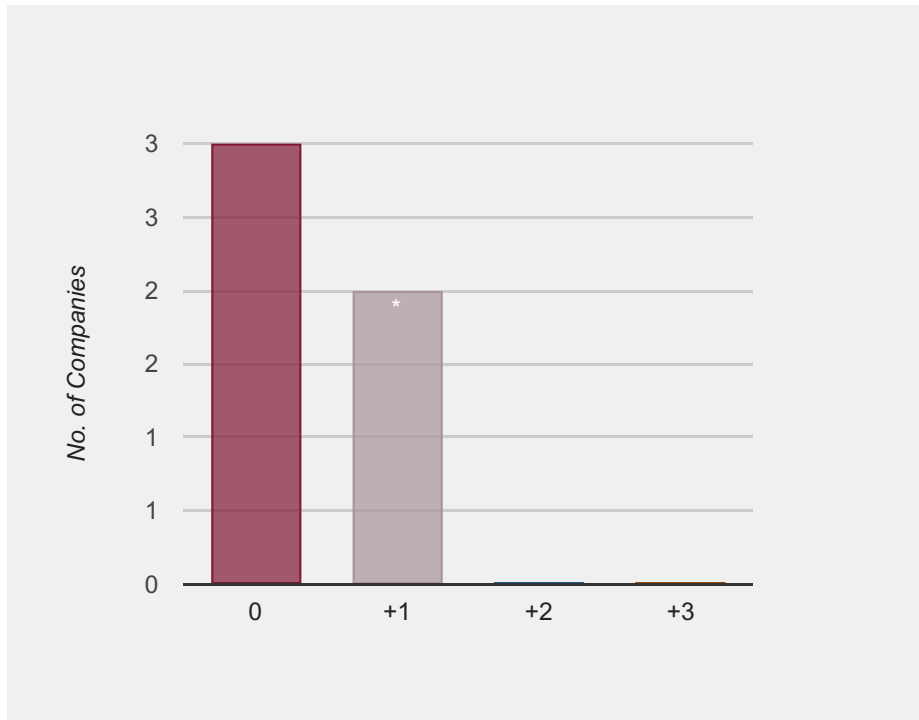
6.3.3 A health and safety policy and supporting procedures exist and are implemented.



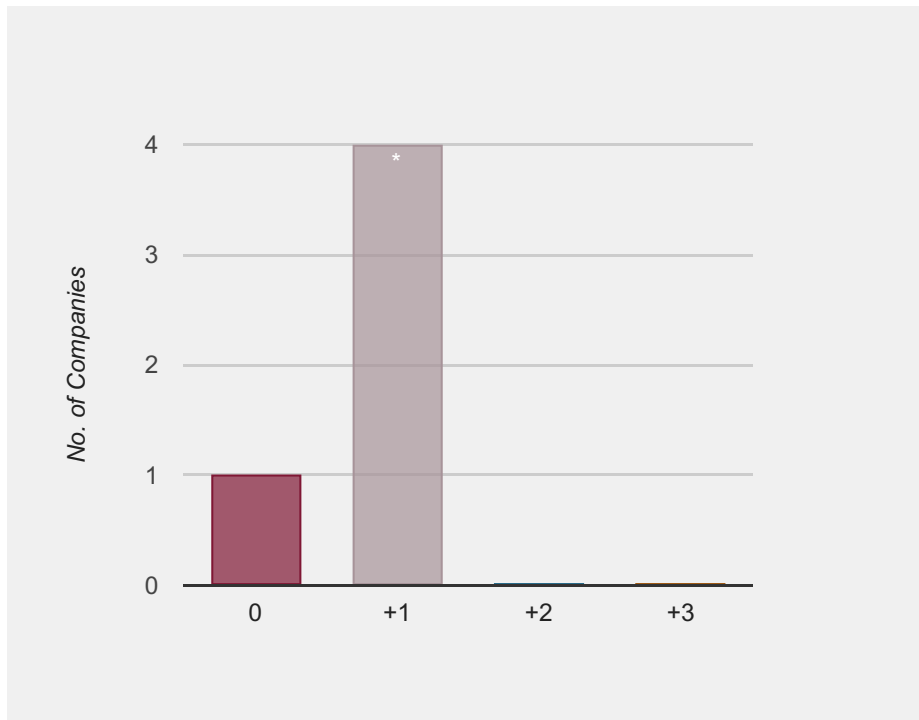
6.3.4 An approach to provision of welfare and benefits is in place.



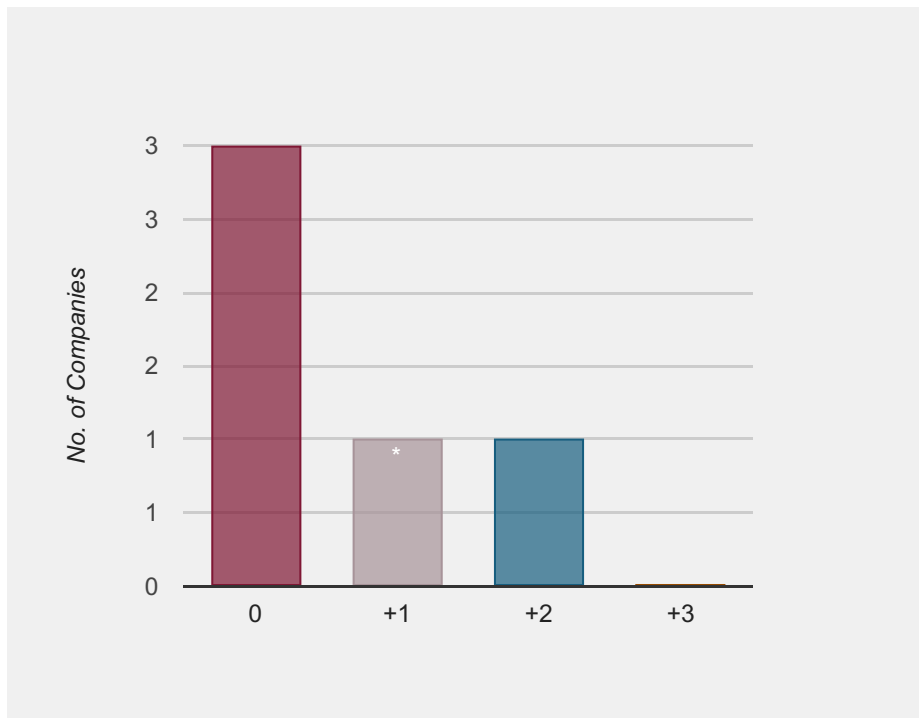
6.4.1 A process for the appraisal of staff performance is in place and is implemented.



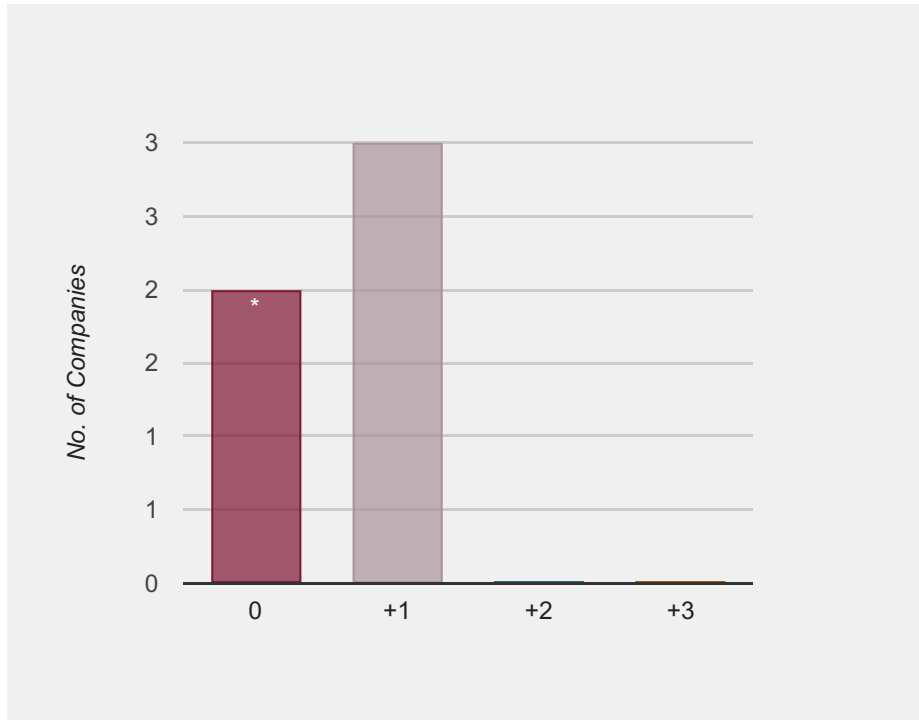
6.4.2 Self learning and improvement is encouraged.



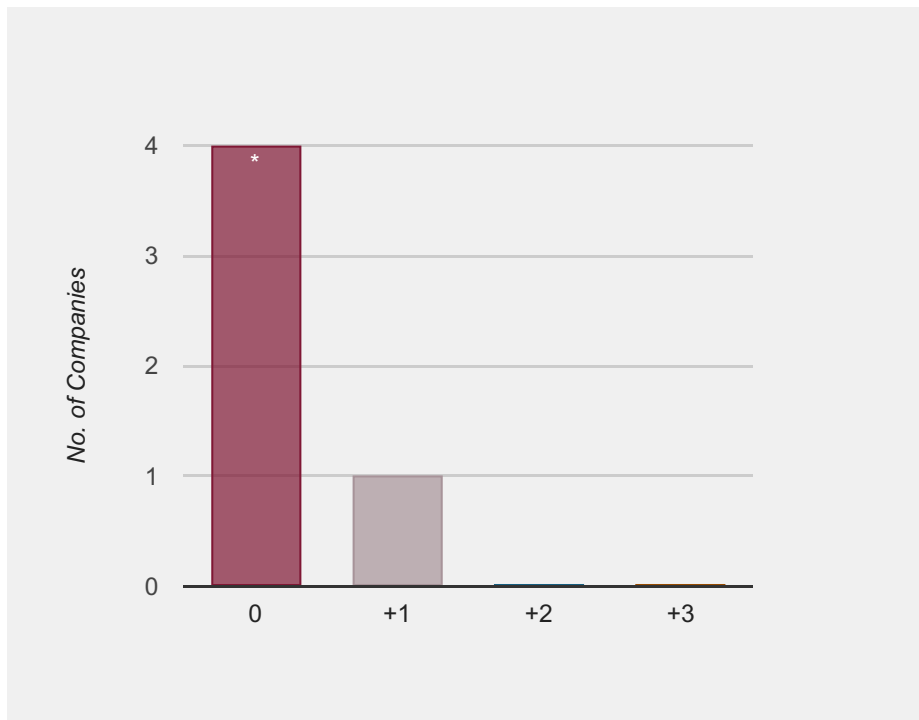
6.4.3 The organisation develops staff especially those with leadership potential.



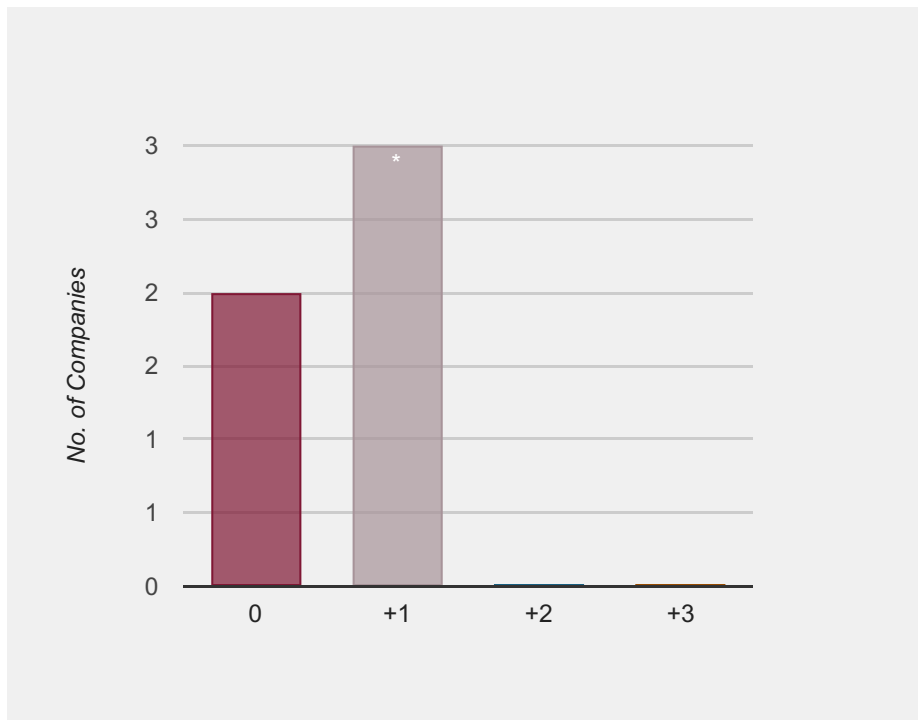
6.5.1 The organisation adheres to the Working Time Directive.



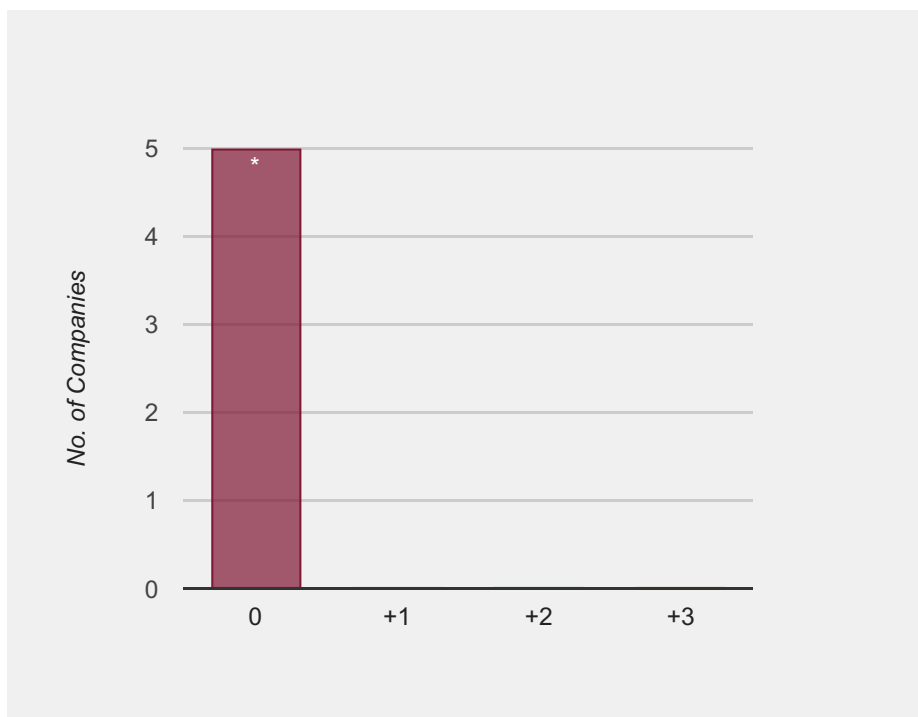
6.6.1 Legislation on the national minimum and national living wage and payments to staff is implemented.



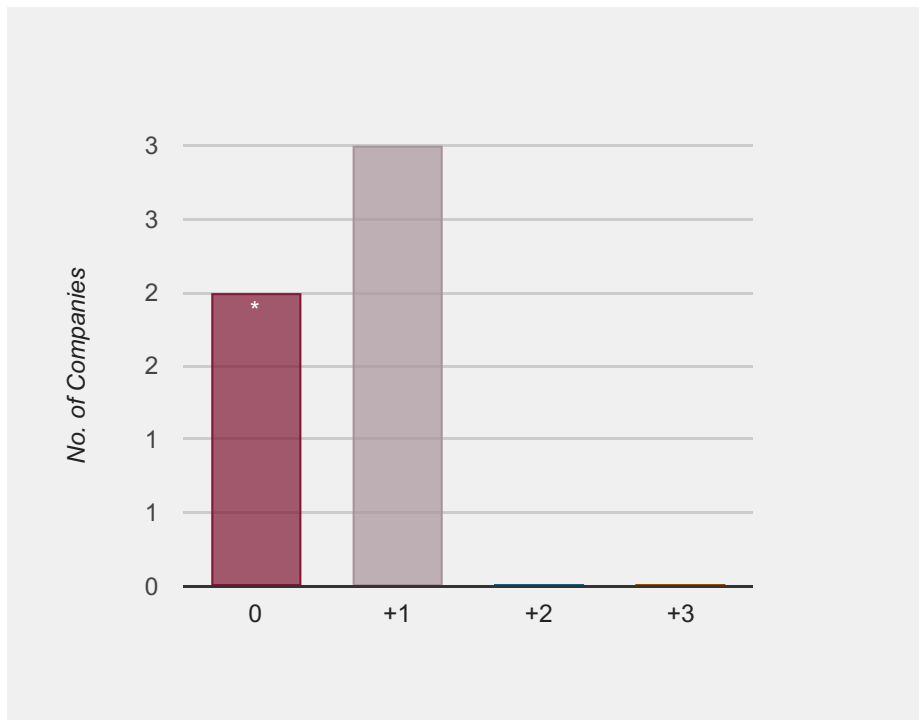
7.1.1 Leaders can demonstrate, relevant to sector, knowledge of the legislative framework, working practices and industry standards/codes of practice.



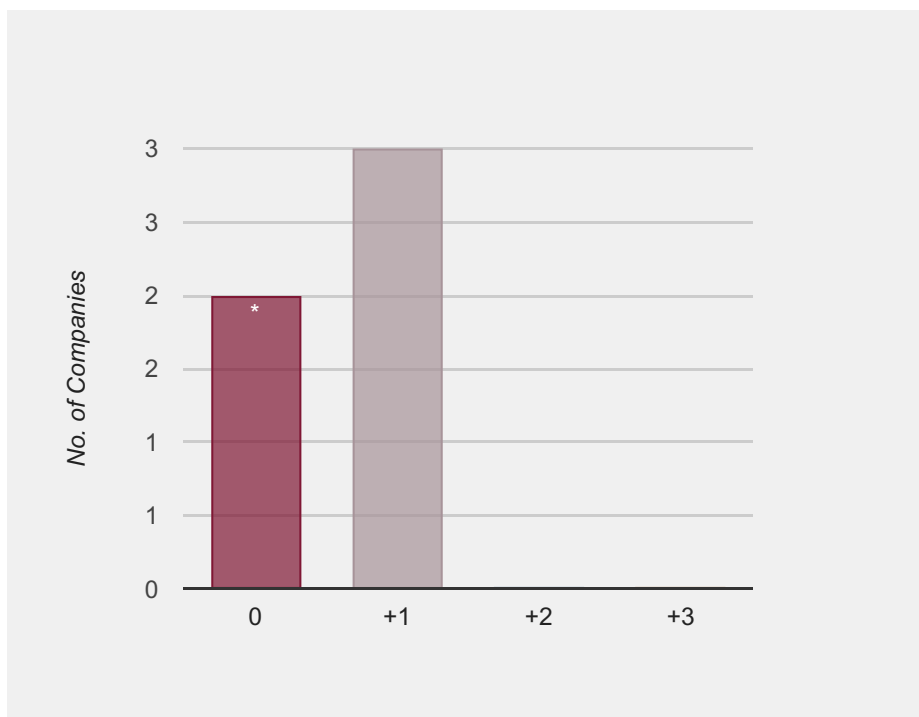
7.1.2 Leaders are involved in the development and implementation of relevant policies and procedures.



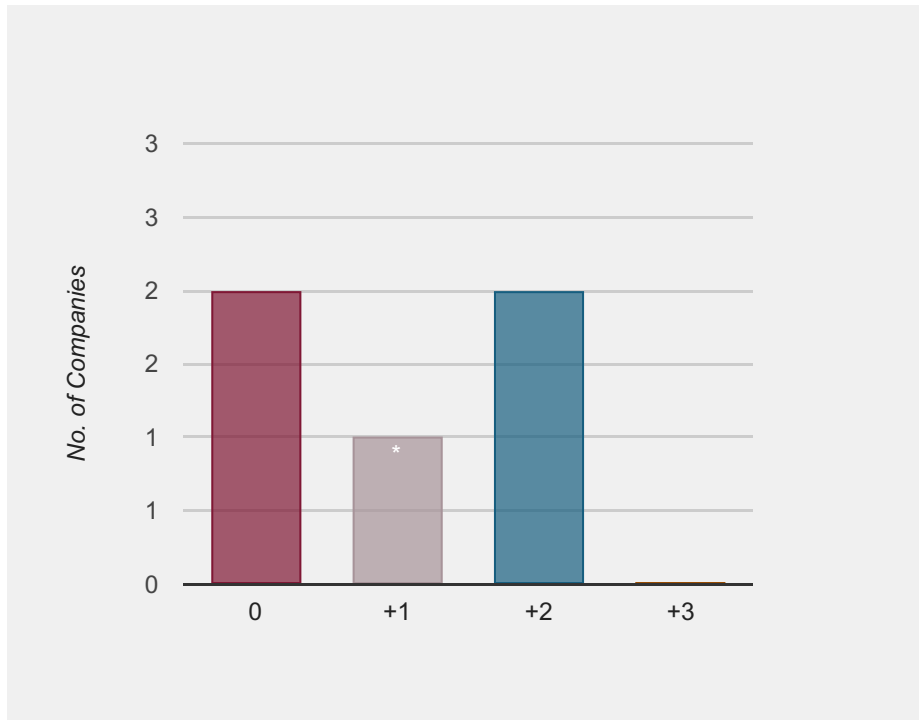
7.1.3 Managers and directors responsible for processes and key personnel can demonstrate an understanding of procedures.



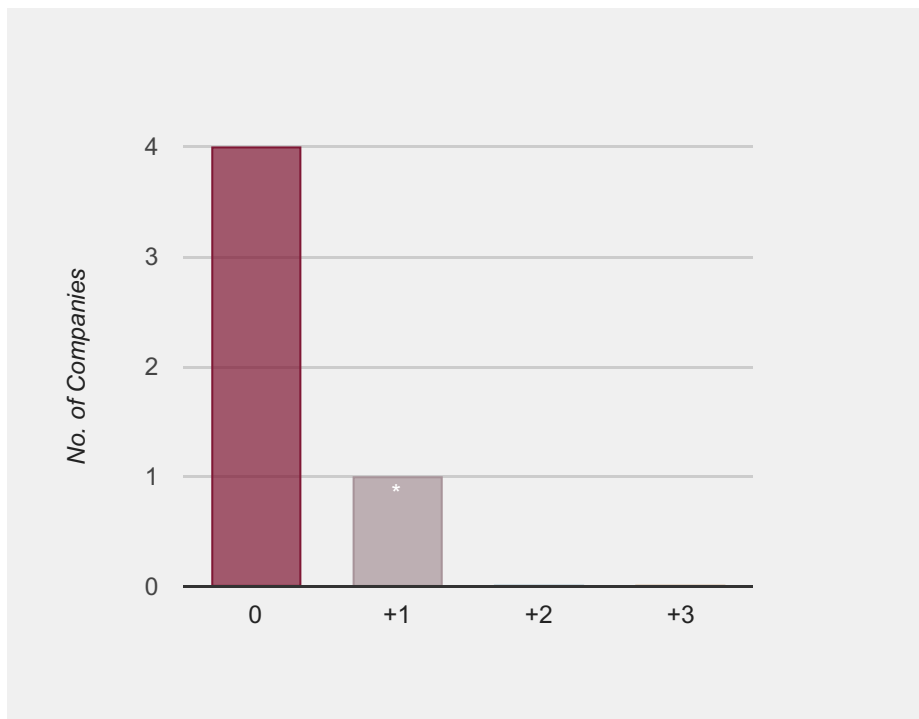
7.1.4 Leaders review key results and ensure that improvements are planned and implemented.



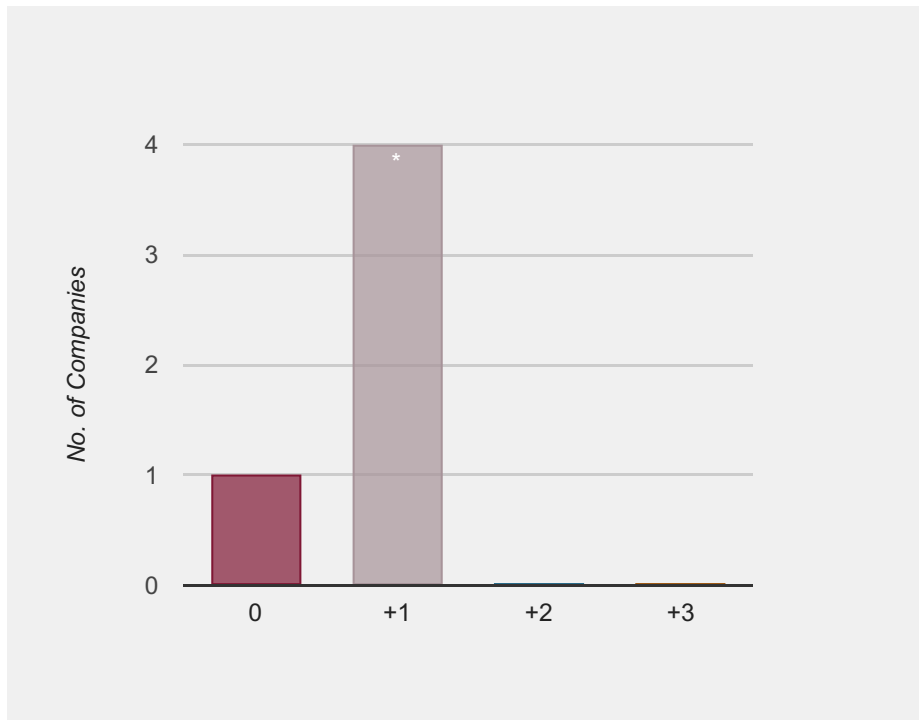
7.2.1 Leaders consult stakeholders on their leadership skills and have personal development plans based on the feedback.



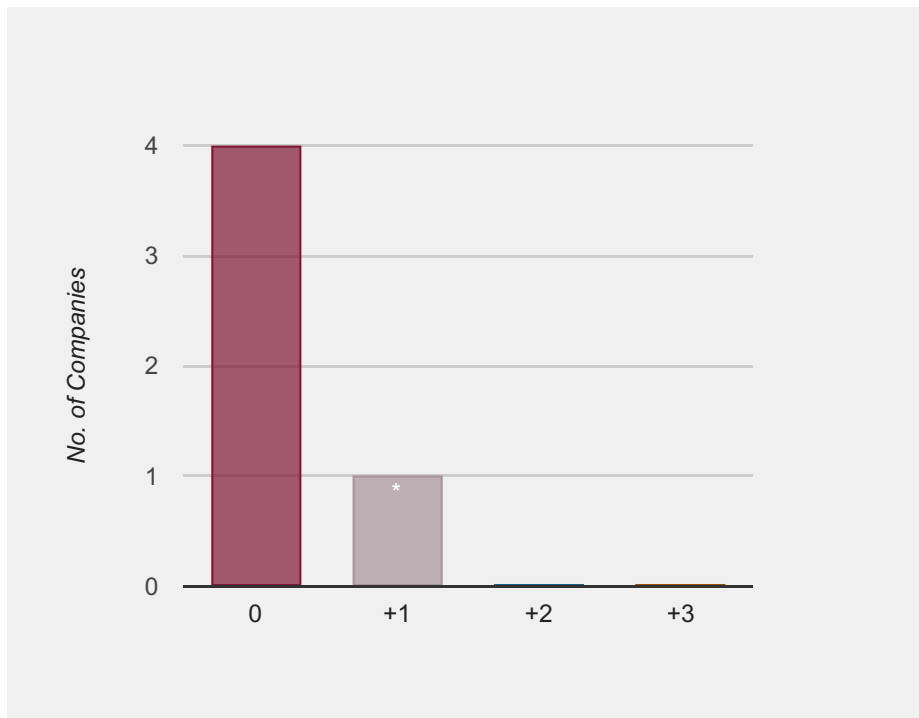
7.3.1 Leaders have developed a set of high values or codes of ethics that are implemented throughout the organisation.



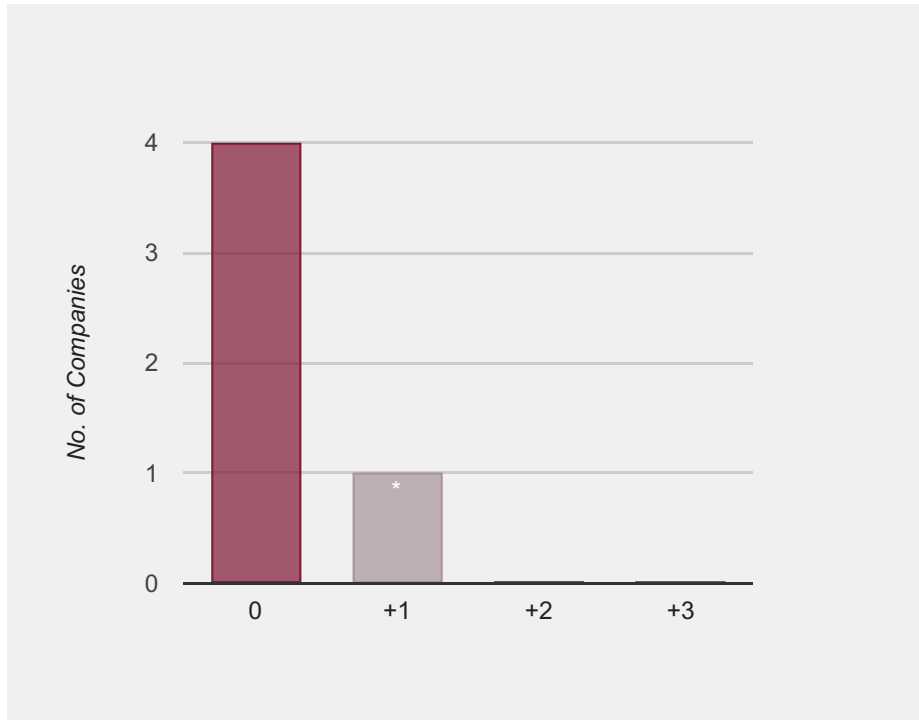
7.4.1 Leaders are involved in improvement activity, encouraging staff participation where appropriate



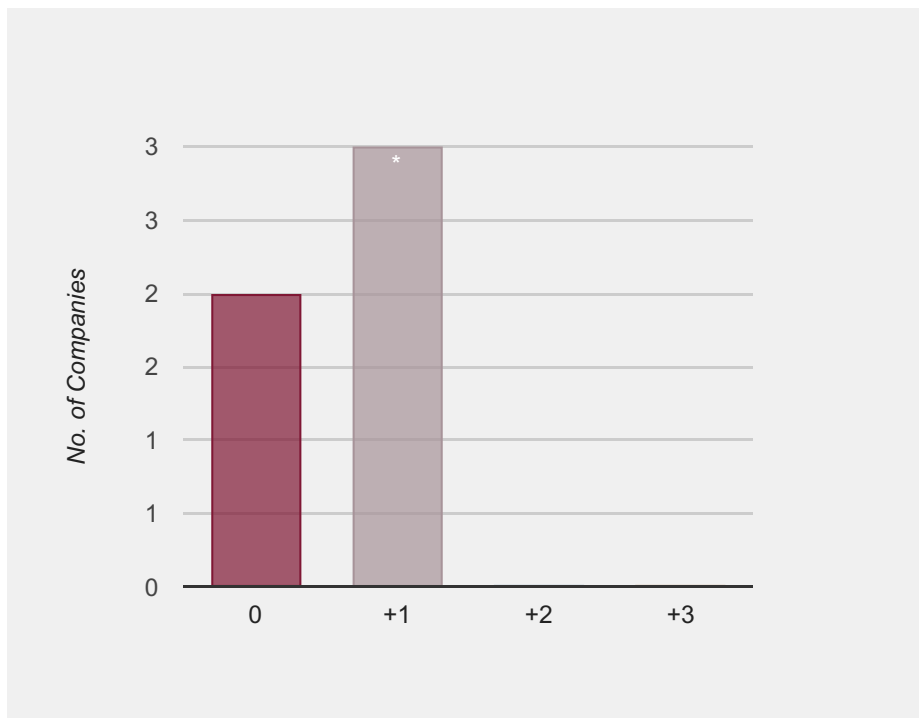
7.4.2 Leaders recognise individual and team efforts



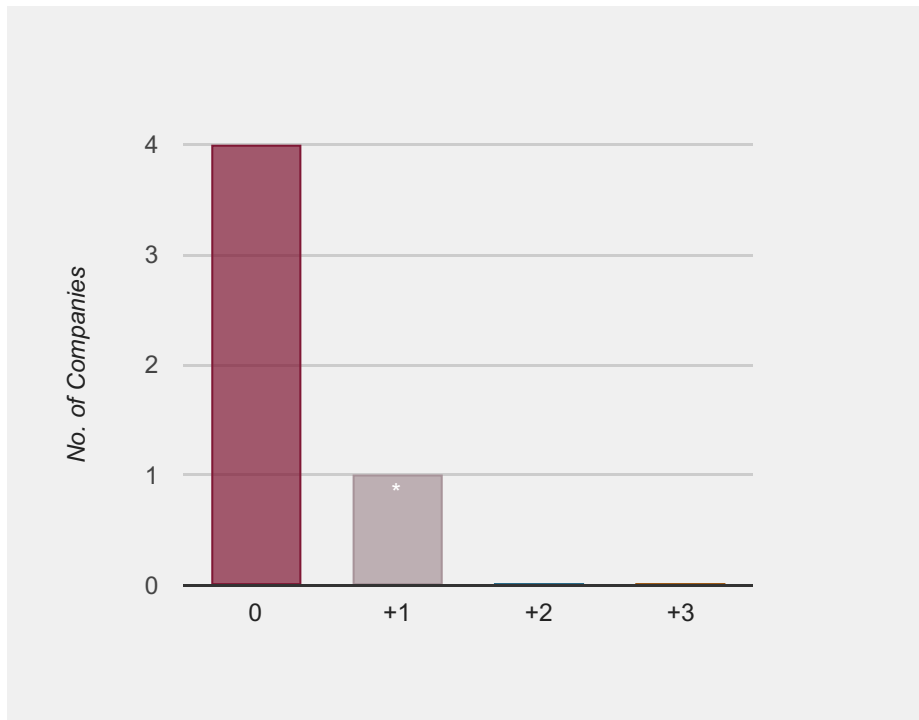
8.1.1 There is a policy relating to corporate social responsibility which is communicated and implemented.



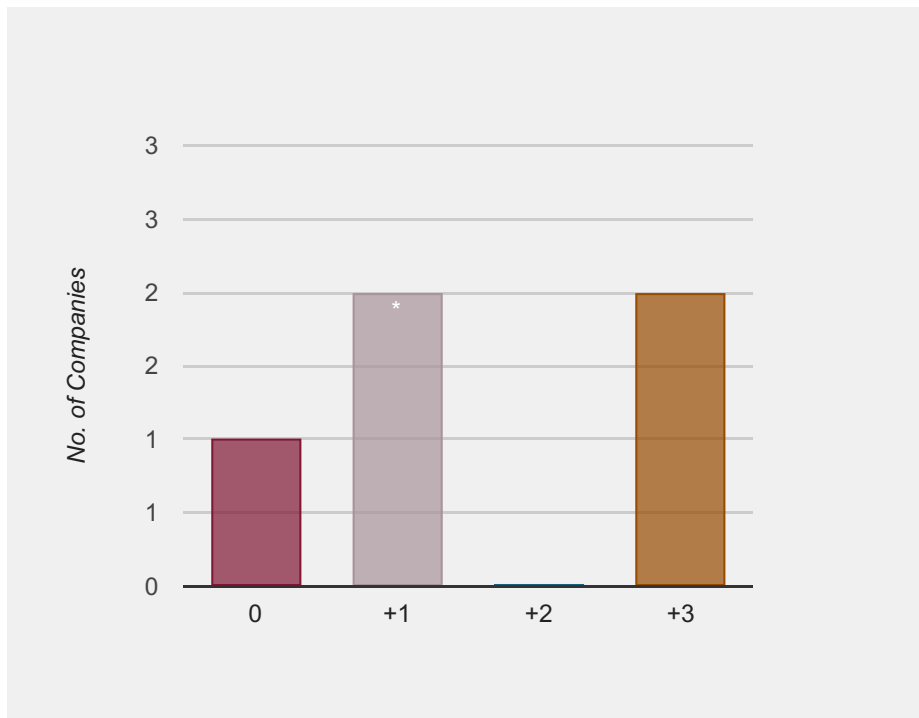
8.1.2 Activities to promote and improve the reputation of the private security industry with the Police the local community and with customers are planned and implemented.



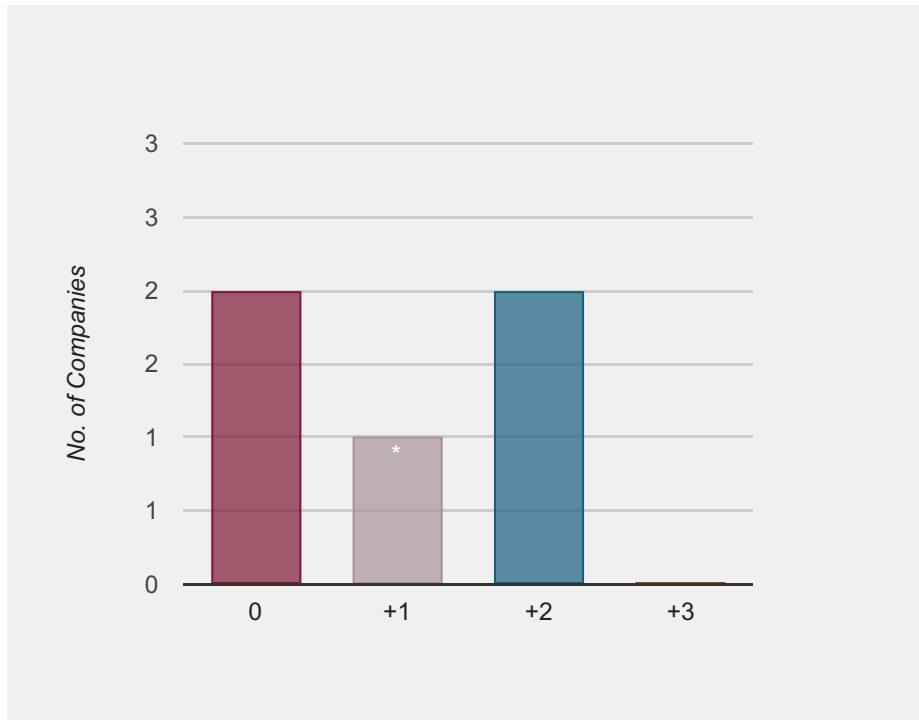
8.1.3 Activities to promote and improve the awareness of anti-terrorist activities



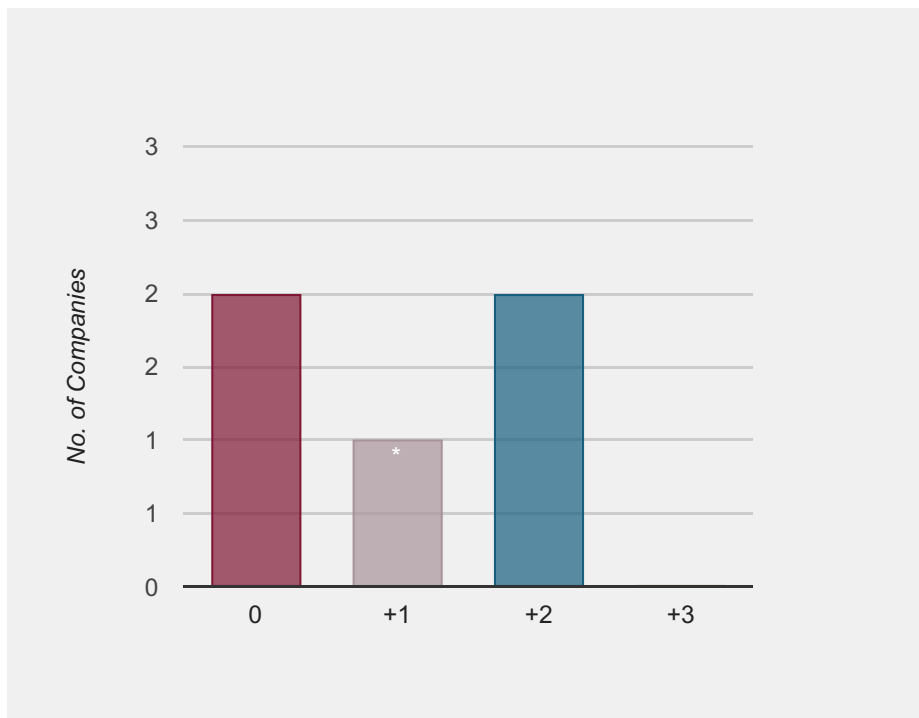
8.2.1 The organisation considers its impact on the environment in service delivery and running the business.



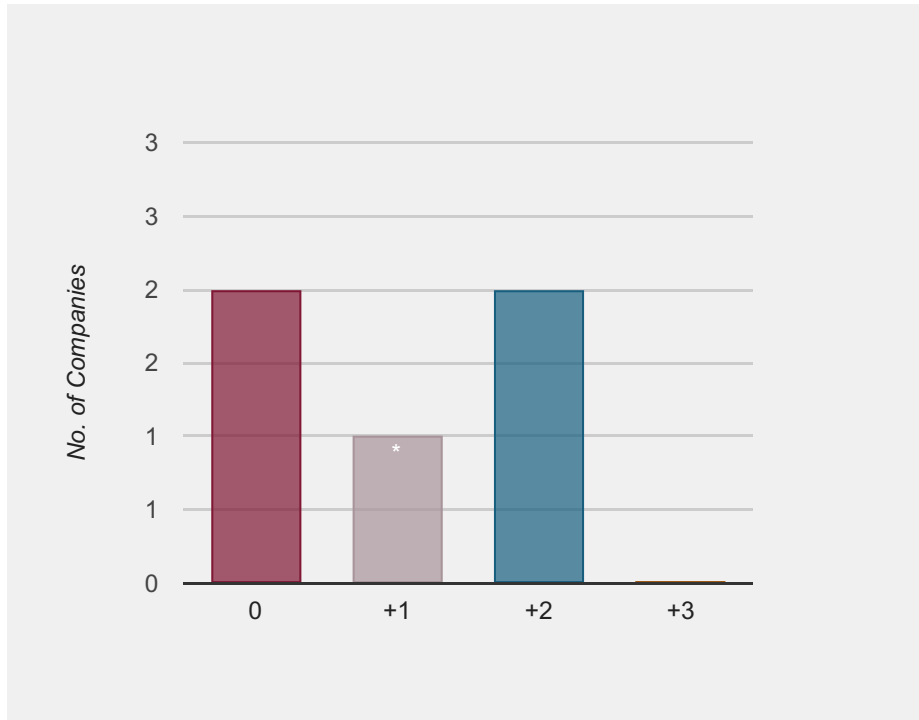
9.1.1 The regular review of performance against service level agreements and/or key customer performance indicators.



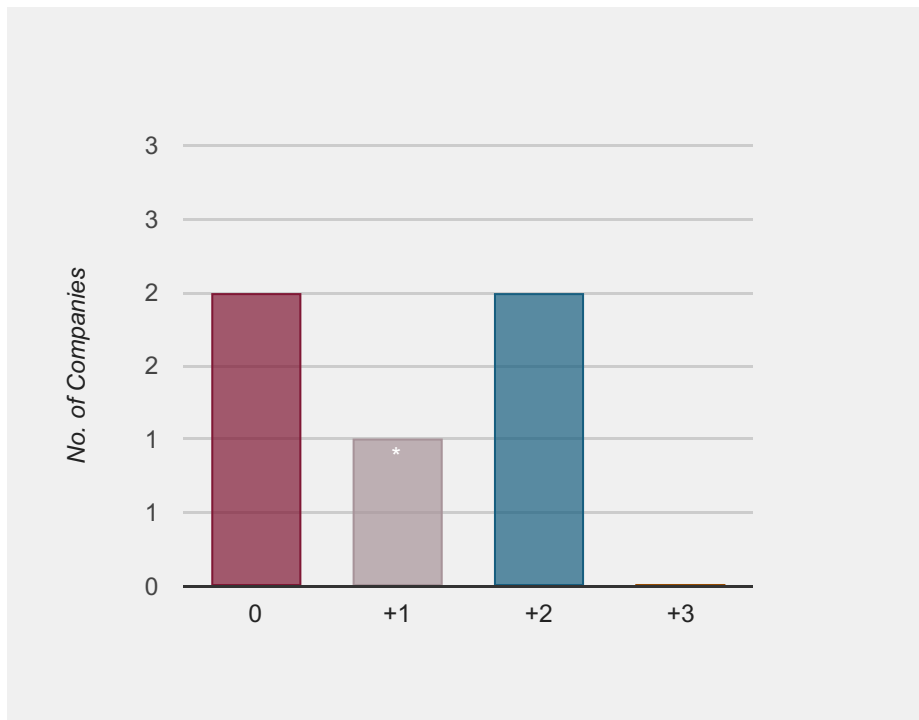
9.2.1 The regular review of performance against responses from customer opinion gathering.



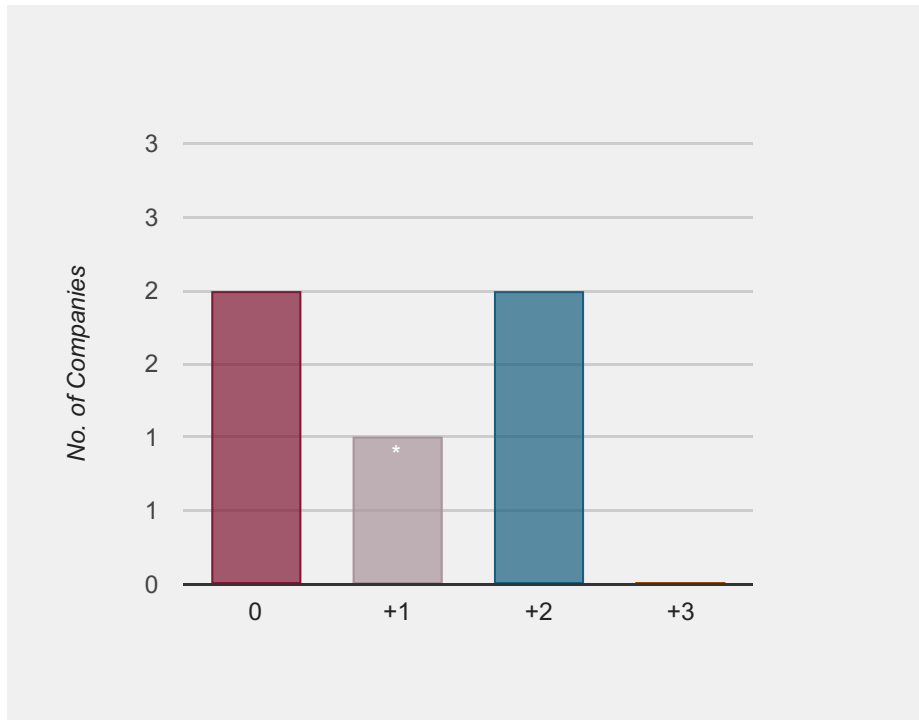
9.3.1 The regular review of performance against key staff performance indicators.



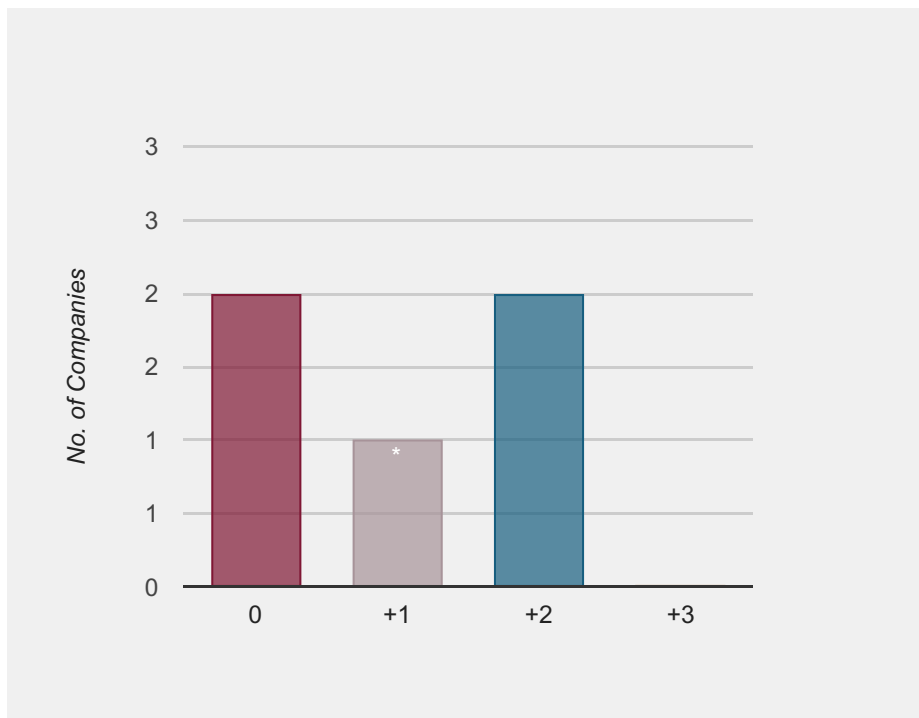
9.4.1 The review of performance against responses from staff opinion gathering.



9.5.1 The review of performance against internal and external environmental/societal/ health and safety performance indicators.



9.5.2 Key measures are used to indicate reputation within the local community.



9.6.1 The regular review of performance against success factors and key financial indicators critical to the business.

