



Welcome to Impact Security

Impact security provide a comprehensive range of security services, including Security Guarding, Door Supervision, Patrol & Response, Event Security, Transport Security, Risk Audit Services and Security Technology Solutions.

We are security professionals who work in partnership to keep business safe. This means providing our customers with peace of mind by using high quality security solutions.

This approach and focus is underpinned by our core values, which are at the heart of our business and are reflected at all times in our activities:

- Experts in security
- Passionate about our customers
- Driving performance

As responsible security providers we successfully prepared for the introduction of Security Industry Authority (SIA) Licensing in England and Wales during 2006 and we have ensured that our customers and our business are not exposed to unnecessary risk through unlicensed personnel. This is maintained through rigorous quality systems and awards.

Thank you for giving Impact the opportunity to discuss security options with you. As security experts we will always work with you to keep your business and property safe.





Our People

The key to the quality of our service is having good people and ensuring that we offer an attractive and progressive working environment. Our investment in security officers is therefore an investment in our service delivery. This ensures that you receive the benefit of security officers who are recruited on industry leading terms and conditions, screened and licensed in accordance with industry standards and trained for the specific duties they will undertake. Genuine career opportunities are available to enable security officers to reach their full potential.

We are justifiably proud of the care, recruitment, training and investment in our people and this enables us to supply motivated security officers who are passionate about customers and focused on delivering the expected service. To deliver our service we employ the security industry's best people who use innovative systems that are focused on driving performance.

Service Delivery

Our organisational structure is designed to ensure clear responsibility and accountability to the customer. Executive ownership of your contract rests with a Director and your account manager is empowered to deliver the service with authority. The Account manager is involved with all stages of the contract - from solution design, contract award



and implementation. At the start of the contract they will have full operational accountability.

Your account manager will co-ordinate service delivery into a single point of contact with a named manager taking local ownership of the daily service issues and delivering solutions that are tailored to your site specific requirements.

Customer service is a key focus for our business. We focus on flexibility, quick reactions and operational effectiveness when supplying security services.

Performance Management

Our service delivery ethos is focused on the key aspects that result in excellent customer service and these are then measured using Key Performance Indicators (KPI's). We will demonstrate common KPI's that reflect our Service Level Agreement with you. These will be focused on areas such as protecting your business, managing the contract and innovation.

Contract Implementation

Effective change management is a fundamental part of our service delivery and as part of our service solution we will provide and execute a proven contract Implementation Plan. The plan normally covers a four to five week period and will detail key elements of the contract implementation process with named individuals from both of our organisations being accountable for the successful completion of each stage.

The retention of key people who have site specific knowledge and skills is often a concern for our customers. Therefore, a key feature of the successful execution of previous Implementation Plans has been the timely and effective communication to security officers of the TUPE implications. This has allowed us to demonstrate our considerable expertise in effective TUPE transfers, therefore reducing the fear of change and providing the platform to retain skills and re-motivate transferring security officers.



In Conclusion

We are confident that any proposal submitted by Impact will demonstrate that we are established experts in security who deliver peace of mind and assurance that we are a safe choice as your security partner.

People are the key component of our service delivery and we are justifiably proud of the tangible investment in the care, training and development of our security officers. This means that competent and motivated people who are passionate about customers deliver our service.

Our proven method of operation will provide executive ownership, that cascades authority to

enable managers to deliver services locally. This will ensure that your specific service requirements are clearly understood and our service meets your needs and grows with you as your business changes.

Throughout the contract we will commit to driving performance by improving processes, adding value and providing innovation in relation to people and technology.

We are confident that our proposals will enable you to protect profits and concentrate on your core business, moreover, we trust that this proposal demonstrates our strong desire to work closely with you in the spirit of true partnership.

We therefore look forward to a mutually advantageous relationship between our two organisations should we be successful in being selected as your supplier of security services.



Employee Provision

The reputation of Impact as a quality supplier of security services directly results from the performance of our employees. We continually strive to ensure we are considered to be one of the employers of choice within the UK security industry and to attract and retain the best people.

Our core business values focus clearly on customers. Our policies and procedures are designed to ensure integrity throughout our operations and by employing and developing the best people in the industry, we can use our security expertise and passion to drive performance and thus work closer in partnership with you to keep your business safe.

Our effective systems and processes ensure that all our employees remain close to their customers, can make quick and sound decisions and are fully accountable for their actions.

Employee Provision

Impact is committed to the highest possible standards of recruitment and screening to ensure that our Security officers are of the right calibre, attitude and aptitude to meet your requirements. We ensure right from the first contact that there is professional support, guiding people through the recruitment process into the working environment.

Our Recruiting Procedure

Identifying and understanding your needs

A personnel profile will be prepared to identify Security officers who will reflect the image and environment of the customer.

Attracting suitable applicants

Impact is an equal opportunities employer and applies employment policies and practices which ensure all employees and potential employees are afforded equal opportunity for recruitment, training and promotion, and are treated fairly and consistently. Recruitment advertising is designed to reflect and promote our core values, and

Attracting suitable applicants (cont.)

we have been successful in using a range of innovative methods to attract people from non-traditional pools into the business. Security officers are recruited on personal qualities as well as on academic achievements - the potential to develop a strong sense of personal responsibility, being a team player and exercising initiative whilst obeying authority, are all seen as key attributes.

Initial telephone application

To screen out clearly unsuitable candidates at this stage, a brief telephone interview is carried out. Applicants are then sent a detailed Application Form and more detailed information about the nature of the work and the terms and conditions of employment.

Customer Selection Criteria

Candidates are measured against the particular needs of the customer. If required, we can also assess candidates against additional criteria such as numeracy, literacy, reasoning, supervisory potential, attitudes towards authority and honesty by using computerised bio data and psychometric testing.

Formal interview

The next stage is a structured interview during which candidates will be further required to prove their suitability for the role.

Successful candidates are then subject to our security screening process.

Screening

Impact are committed to ensuring that all employees are of high integrity, reliable, reputable and capable of carrying out their duties effectively. We are members of the BSI and work within ISO 9000:2008 and we screen to the British Security Screening Standard (BS7858). The Rehabilitation of Offenders Act 1974 is included in this code of practice. Although all Impact guards are licensed by the Security Industry Authority, the SIA checks only cover criminal records and identity checks. We will therefore continue to screen to the above Standard.

We ensure that each applicant is thoroughly security checked once a provisional selection has been made. The screening process establishes in writing, the whereabouts of an employee on a month-by-month basis, throughout the previous 10 years or back to the date of ceasing full time secondary education, if that date is more recent. There are two stages involved in the process.

Stage 1: The Initial Screen

A 5-year telephone screen is used to screen applicants before they commence employment. This checks a candidate's employment record, coupled with references obtained from personal referees.

Offer subject to full screen

Having reached this stage and passed all of the criteria, suitable candidates receive an offer of employment subject to the satisfactory completion of the full screening process.

Stage 2: Full Screen

Whilst the candidate is attending on-site training, the full employment screen is carried out. This process requires written evidence of a candidate's activities and whereabouts over the last 10 years. This full 10-year screen will be completed within 16 weeks from the date of joining.

Medical

During training a general health check is carried out to ensure an acceptable level of health.

“A 5-year telephone screen is used to screen applicants before they commence employment.”



Training & Development

Investment in the training and development of our people improves our company's performance and provides customers with the best people for the job. Our trainers have a diverse range of experience and are all externally and industry accredited, and only the best external providers are selected to support our training operations.

Our training strategy is to:

- Provide training and development programmes, which reflect the unique requirements of the security industry.
- Meet the varying training needs of customers and sites.
- Offer bespoke training and development packages for major customers.
- Support security officers' ongoing development.
- Design and deliver cost effective training and development interventions.

We are committed to providing structured ongoing development for all Security officers so they become highly skilled with knowledge of the industry and an understanding of how each customer operates. All learners are prepared and motivated for success. Moreover competence development is supported through measurement and structured feedback. We provide people who

consistently perform to specified standards, and are supported by managers to maintain and improve performance. We use the latest training methods to enhance the effectiveness of our Security officers.

Induction Training (Stages 1 & 2) Our induction programme has two key aims.

- To introduce the new recruit to Impact Security Services.
- To enable the individual to prove their competence so they are able to apply for a license from the Security Industry Association (SIA) to practice.

This involves successfully passing two externally accredited examinations, covering the roles and responsibilities of Security officers together with communication and conflict management (complies with BS7499).

Initial On-Site Training (Stage 3)

The initial on-site training is designed to ensure Security officers understand the roles and responsibilities for their allocated contract. Training includes specially designed programme notes, which include a clear instruction guide, formal administration and verifiable assessment process. This programme is designed to equip newly inducted Security officers with a basic but relevant foundation of knowledge and skills that can be enhanced with experience and further on-job training. It also confirms that skills learned in the classroom have been successfully transferred to the work place.





Skills Qualifications

Going forward there will be an SIA approved programme for security officers to develop the skills, knowledge and understanding that underpin competent performance in the work place and develop employability and life skills to help them progress their careers. Those security officers that successfully complete this programme of study will gain a recognised security qualification to level 2 NVQ, with the potential of specialist routes moving towards level 3. This will be the security industry's preferred qualification.

On-going training and career development

Impact is committed to ensuring all employees are given the opportunity to develop their careers, and regular training reviews are undertaken to identify development needs. We recognise that continuous training helps motivate and retain people, and this enables us to provide a high and consistent level of service and maintain our position as the market leader. A Core Programme of courses is available in subjects such as:

- **Receptionist Skills**
- **Customer Service**
- **Manual Handling**
- **Fire Awareness**
- **Defence against Terrorism**
- **Coaching Skills**
- **Assessor Training**
- **First Aid at Work (HSE approved)**
- **H&S Appointed Person**

On-going development

Impact is committed to ensuring that the health, safety and welfare of its employees is a key consideration in the way we operate.

Before the start of any contract, the assigned operational manager will carry out a site survey and Health & Safety risk assessment to evaluate the environment that our Security officers work in. This is to ensure every area of current and potential risk has been identified and an appropriate solution put into place. The site survey then forms the basis of the duties detailed in the Assignment Instructions issued to Security officers, so you can be assured that every area will be systematically covered in the Security officer's day-to-day responsibilities.

In our experience, security services need to be flexible in design in order that they can adapt to any change in a customer's threats or requirements. The site survey and Health & Safety risk assessment will be carried out on a regular basis to assess any change in security risk, or any other change in security need.

Our comprehensive Health & Safety Policy details the responsibilities of our people and the organisation for implementing and managing all matters relating to Health & Safety. A copy is available on request, as are our Policies on Quality, Environmental Issues, Business Ethics, Diversity and Equal Opportunities.

Uniforms

All our security personnel are issued with smart and distinctive uniforms. Security officers are generally the first contact between the customer and members of the general public, so quality of presentation is of paramount importance. Where appropriate, foul weather clothing is provided, as is safety footwear. Security officers will be properly dressed in a clean, tidy and pressed uniform at all times whilst on duty.

In addition to the standard uniforms, some sites require a security presence in the form of Managers, Receptionists, etc. A number of our customer require a less formal uniform whilst still allowing personnel to be identified as part of the Security team. We therefore offer a less formal range to meet with these demands also.

Employee Retention

Having invested in effective recruitment and training processes, our focus turns to managing and motivating employees to achieve their best possible performance and to stay with the company. We believe that motivating employees to give their best performance results in loyalty to the company - and that means we can provide our customers with a stable security team on their premises.

Service Delivery

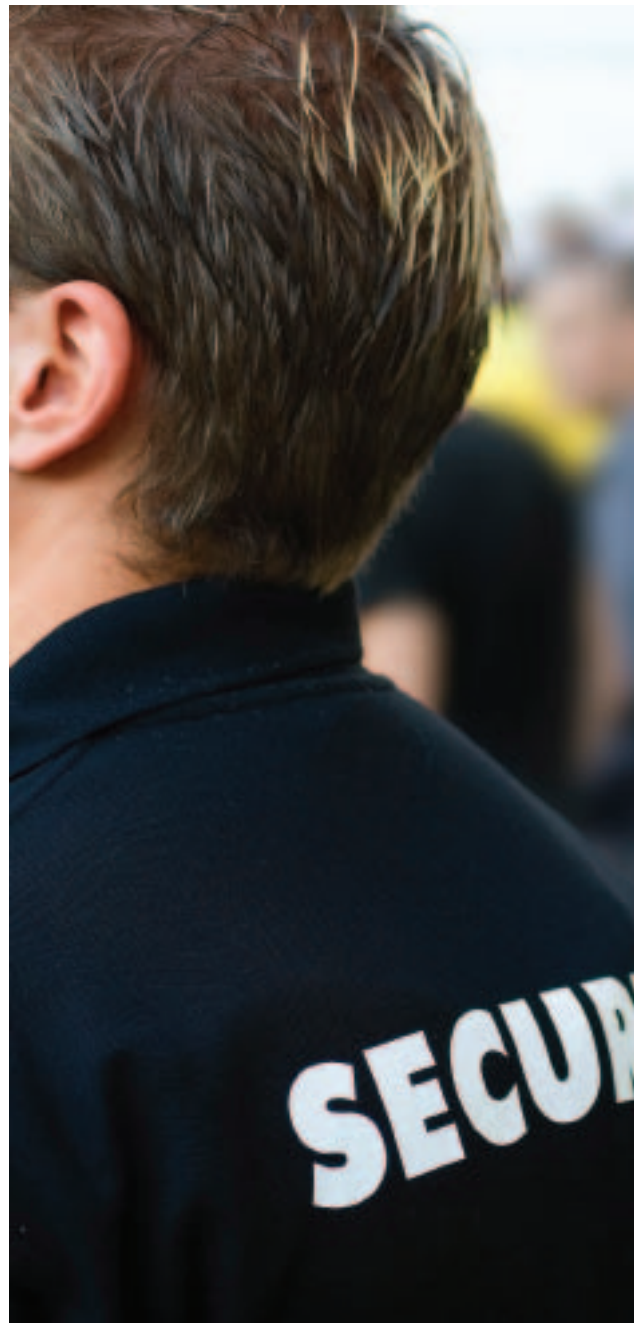
The Account Manager will co-ordinate service delivery into a single point of contact with a named Manager taking local ownership of key issues such as:

- **Assignment Instructions (AI's):** Documenting site-specific AI's which detail the duties of security officers and meet an agreed specification.
- Point of contact for all security officers with responsibility for the daily management and service delivery of the contract.
- **Customer visits:** Compiling information relating to Key Performance Indicators (KPI's) to measure compliant service delivery and to focus corrective action on any areas of concern.

- **Care visits to ensure the welfare of our security officers.**

An Administrator and a Scheduler complete the team. The Scheduler is responsible for scheduling Security officers duties and our investment in this role ensures efficient use of our security officer resource and full compliance with Working Time Directive legislation.

Service delivery standards will be reviewed via both formal and informal site visits by a Director. Our experience in providing this type of focused contract management has enabled us to drive performance and deliver best practice. It also provides our customers with clear accountability and escalation via the regional management structure.



Service Delivery

Our service provision includes a dedicated Control Room. This facility confirms security officer attendance at your site, escalates any incidents and manages a variety of communication and control issues. The Control Room also allows us to effectively manage the Health & Welfare requirements of the guards. Acting as an information hub it provides an easily accessible point of contact facility for our customers and security officers. It is:

- **Dedicated to the efficient and effective monitoring of routine check calls and incident management.**
- **Operated by experienced people 24/7, providing an out-of-hours management resource to ensure that our customer service runs smoothly at all times.**

The Control Room operators are responsible for monitoring all start finish and routine check calls from the site based Security officers. At any time during the day or night, Security officers can call the Control Room direct for assistance or advice. In the event of an un-planned absence the Control Room will liaise with the Duty Manager to ensure a trained replacement security officer is deployed to a customer's site.

This is the period when we evaluate your requirements and prepare a jointly agreed plan for your future security requirements and ensure a smooth hand-over from your existing arrangements.

Contract Implementation Period

The contract implementation period provides the opportunity for us to understand the detail of your requirements and to establish the important relationships that will ensure a successful service partnership. Effective change management is a



fundamental part of our service and we will provide and execute a proven contract Implementation Plan.

The Plan will detail key elements of the contract implementation process with named individuals being accountable for the successful completion of each stage.

It is normally spread over four to five weeks to allow the appropriate due care and attention for each element.

To ensure that the Contract Implementation Plan prepared for you achieves this objective, we request that any information, access or resource required is provided in a timely manner.

Continuous Innovation

Within Impact we are constantly driving performance to identify service improvements and efficiencies, and we have a proven track record in pioneering innovative working practices. This ensures the efficient planning, recruitment and deployment of our resources as well as a focus on continuous process improvement.

We also pay attention to areas that add cost to our service delivery, ensuring that we question costs. This means our customers receive the maximum value for money from our service charges.



Quality Standards

Our commitment to continuous improvement is independently monitored. The audit procedure is verified by quality standards BS 7858 - provision of security personnel, BS 7960 - provision of door supervisors, BS 7499. We also receive regular quality compliance audit visits by the Inspectorate of the Security Industry (ISI) to ensure that the strict procedures agreed with the Inspectorate are being achieved.

Impact is committed to raising and maintaining the level of professional standards across the private security industry and to supporting the industry bodies.

Service Innovation

We are justifiably proud of the tangible investment in the care, development and training of our people. This key resource is combined with our proven competency in delivering proven security solutions and the efficient delivery of many hours of security guarding per year.

Impact is able to offer a portfolio of services for a complete managed solution, in which security guarding and patrol & response services are the front line. This approach provides a range of options from which customers may select the package of services to meet their needs. Services include:

- **Contractor Management**
- **First Aid**
- **Fire Response Services**



We would welcome the opportunity to detail proposals that could benefit you further by realising added-value from our security officers and enhancing our security solution.

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