



Security Industry Authority

# Self-Assessment Report

based on data submitted from the Interactive Self-Assessment Workbook

by:

on:

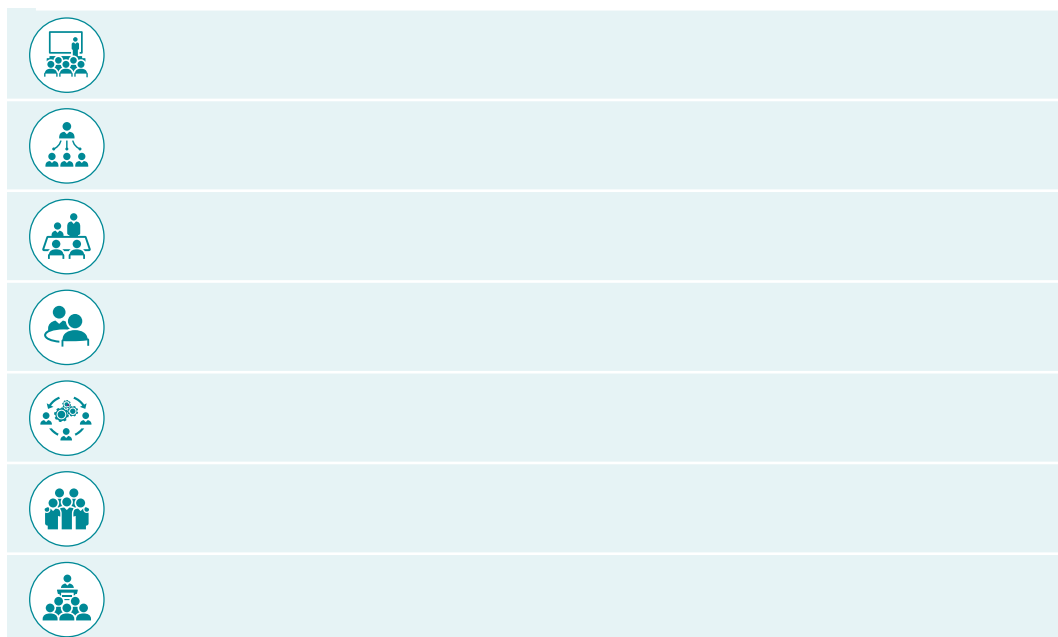


You have met  out of 78 indicators.

Your overall score is  out of a possible 145.

Remember, you must meet the required level of all the indicators before you are eligible for approval. Once you have met all 78 indicators you should download the application form from the link in the summary section on the last page of the interactive SAW and follow the instructions there.

You can review a summary of your achievements in each of the seven criteria and the notes you made for each indicator by clicking on the menu options below.



## Criterion 1: Strategy

There are 11 required indicators for this criterion. You have met:

Out of a possible 21, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
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									
1.1.3 A plan for the business exists with an effective review schedule									
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									
1.3.1 The management of internal and external communications is handled effectively									
1.4.1 There is a policy relating to corporate social responsibility and the environment which is communicated									
1.4.2 The organisation plans activities to promote and improve the reputation of the private security industry with the police, the local community and customers									
1.4.3 The organisation is involved in activities to promote and improve the awareness of counter-terrorist activities									
1.5.1 The organisation regularly reviews performance against success factors and performance indicators									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

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

## YOUR NOTES (continued)

1.1.3 A plan for the business exists with an effective review schedule

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

1.3.1 The management of internal and external communications is handled effectively

1.4.1 There is a policy relating to corporate social responsibility and the environment which is communicated

## YOUR NOTES (continued)

1.4.2 The organisation plans activities to promote and improve the reputation of the private security industry with the police, the local community and with customers

1.4.3 The organisation is involved in activities to promote and improve the awareness of counter-terrorist activities

1.5.1 The organisation regularly reviews performance against success factors and performance indicators

## Criterion 2: Service delivery

There are 13 required indicators for this criterion. You have met:

Out of a possible 15, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
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									
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 Incident procedures are defined									
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 to site-based activity exist, based on the review of actual performance									
2.5.2 Procedures for the implementation of changes are in place and used									
2.6.1 The organisation regularly reviews performance against service level agreements and/or key customer performance indicators									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

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

**YOUR NOTES (continued)**

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

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 Incident procedures are defined

## YOUR NOTES (continued)

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 to site-based activity exist, based on the review of actual performance

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

2.6.1 The organisation regularly reviews performance against service level agreements and/or key customer performance indicators



## Criterion 3: Commercial relationship management

There are 9 required indicators for this criterion. You have met:

Out of a possible 18, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
3.1.1 Effective 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 The organisation implements an effective approach to responding to tenders/ request for services									
3.2.3 The organisation implements a process for obtaining new business									
3.3.1 The organisation implements a process for customer site visits									
3.3.2 The organisation implements a complaints procedure									
3.4.1 The organisation implements an approach to consumer contact									
3.5.1 The organisation regularly reviews performance against responses from customer opinion gathering									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

3.1.1 Effective purchasing procedures are implemented

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

**YOUR NOTES (continued)**

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

3.2.2 The organisation implements an effective approach to responding to tenders/request for services

3.2.3 The organisation implements a process for obtaining new business

3.3.1 The organisation implements a process for customer site visits

3.3.2 The organisation implements a complaints procedure

3.4.1 The organisation implements an approach to consumer contact

YOUR NOTES (continued)

3.5.1 The organisation regularly reviews performance against responses from customer opinion gathering

## Criterion 4: Financial management

There are 7 required indicators for this criterion. You have met:

Out of a possible 15, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
4.1.1 The organisation has the funding available to achieve its plan for the business									
4.2.1 Clear and effective management of the payroll can be evidenced									
4.2.2 The organisation has effective financial management procedures, that is, 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									
4.2.4 There is sufficient insurance to cover contractual requirements									
4.3.1 The organisation conducts effective analysis of the market place in which it operates									
4.4.1 The organisation regularly reviews performance against key financial indicators critical to the business									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

4.1.1 The organisation has the funding available to achieve its plan for the business

4.2.1 Clear and effective management of the payroll can be evidenced

## YOUR NOTES (continued)

4.2.2 The organisation has effective financial management procedures, that is, 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

4.2.4 There is sufficient insurance to cover contractual requirements

4.3.1 The organisation conducts effective analysis of the market place in which it operates

4.4.1 The organisation regularly reviews performance against key financial indicators critical to the business

## Criterion 5: Resource management

There are 7 required indicators for this criterion. You have met:

Out of a possible 11, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
5.1.1 Relevant versions of documents are available at the point of use									
5.1.2 The organisation complies with legislation on the handling of and protection of data									
5.2.1 Lease or ownership papers are appropriate to the business premises, providing administrative and any operational centres that are fit for purpose									
5.2.2 Control rooms/response rooms are designed, fitted and equipped in a manner appropriate to purpose									
5.2.3 Equipment owned is recorded, adequately maintained and appropriate for its purpose									
5.2.4 Service delivery to customers and safety for staff are improved by investment in technology									
5.3.1 The organisation regularly reviews the management of resources and data									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

5.1.1 Relevant versions of documents are available at the point of use

5.1.2 The organisation complies with legislation on the handling of and protection of data

## YOUR NOTES (continued)

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

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

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

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

5.3.1 The organisation regularly reviews the management of resources and data

## Criterion 6: People

There are 24 required indicators for this criterion. You have met:

Out of a possible 52, your score, based on the improvement levels you have achieved, is:

INDICATORS	YOUR LEVELS				ASSESSOR'S LEVELS				
	0	1	2	3	0	1	2	3	NA
6.1.1 There is an effective recruitment policy									
6.1.2 Staff records are maintained									
6.1.3 Terms and conditions of employment exist which are implemented and communicated									
6.1.4 A disciplinary and grievance procedure is in place which is implemented and communicated									
6.1.5 A policy exists covering transfer of undertakings which is implemented and communicated									
6.1.6 Roles and responsibilities are defined for all staff and communicated to them									
6.1.7 A defined policy related to equality and diversity exists which is implemented and communicated									
6.1.8 A process for obtaining staff opinions on the organisation, their job and conditions exists and is implemented									
6.2.1 Staff training, and a development and improvement policy and procedures are in place, implemented and communicated									
6.2.2 An induction pack/training including an introduction to policies and procedures exists									
6.2.3 All staff are trained to the required standard									
6.2.4 Assignment-specific training/induction/information is given									
6.2.5 All staff have training plans and records									
6.3.1 A holiday entitlement policy 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									
6.3.5 A process for the appraisal of staff performance is in place									
6.3.6 Self learning and improvement is encouraged									
6.3.7 The organisation develops staff, especially those with leadership potential									
6.4.1 The organisation adheres to the current legislation on working hours									
6.4.2 The organisation complies with current legislation on staff wages									
6.5.1 The organisation regularly reviews performance against key staff performance indicators									
6.5.2 The organisation regularly reviews performance against responses from staff opinion gathering									

Indicators are flagged when changes have occurred since the last assessment



## YOUR NOTES

6.1.1 There is an effective recruitment policy

6.1.2 Staff records are maintained

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

6.1.4 A disciplinary and grievance procedure is in place which is implemented and communicated

6.1.5 A policy exists covering transfer of undertakings which is implemented and communicated

6.1.6 Roles and responsibilities are defined for all staff and communicated to them

**YOUR NOTES (continued)**

6.1.7 A defined policy related to equality and diversity exists which is implemented and communicated

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

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

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

6.2.3 All staff are trained to the required standard

6.2.4 Assignment-specific training/induction/information is given

**YOUR NOTES (continued)**

6.2.5 All staff have training plans and records

6.3.1 A holiday entitlement policy 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

6.3.5 A process for the appraisal of staff performance is in place

**YOUR NOTES (continued)**

6.3.6 Self learning and improvement is encouraged

6.3.7 The organisation develops staff, especially those with leadership potential

6.4.1 The organisation adheres to the current legislation on working hours

6.4.2 The organisation complies with current legislation on staff wages

6.5.1 The organisation regularly reviews performance against key staff performance indicators

6.5.2 The organisation regularly reviews performance against responses from staff opinion gathering

## Criterion 7: Leadership

There are 7 required indicators for this criterion. You have met:

Out of a possible 13, your score, based on the improvement levels you have achieved, is:

INDICATORS		YOUR LEVELS				ASSESSOR'S LEVELS				
		0	1	2	3	0	1	2	3	NA
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	Managers and directors responsible for processes and key personnel are involved in developing and can demonstrate an understanding of procedures									
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 code 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									
7.5.1	Leaders with overall responsibility for the success of the organisation review results against critical areas of the business and drive continuous improvement									

Indicators are flagged when changes have occurred since the last assessment

### YOUR NOTES

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 Managers and directors responsible for processes and key personnel are involved in developing and can demonstrate an understanding of procedures

## YOUR NOTES (continued)

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 code 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

7.5.1 Leaders with overall responsibility for the success of the organisation review results/performance against critical areas of the business and drive continuous improvement

## Organisation Overview

Name of your organisation

Year of approval

Address of main location

Postcode

Number of employees

Number of sites

Type of legal status/owners-investors

Sector of activities

Geographic coverage of activities

Please provide a brief history of your organisation, its core purpose, past achievements and key financial figures

### Challenges and strategy of the organisation



### Markets, offerings and customers



### Operations, partners and suppliers



### Management structure and activities

