

Business Plan 22-23-24

Business Plan

V2 2022-2023-24

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This plan will be reviewed annually or earlier if significant changes occur, to ensure its continuing suitability, adequacy, and effectiveness.

Tactical Security Options Ltd

Business Plan – Nov 2022-2023-24

1. Personal Objectives

- To make enough money to be competitive and take advantage of the markets
- To remain a family business & to involve members of the family whenever possible.
- To be a genuinely viable & competitive firm.

2. Business Aim

- The company's business aim is to provide protection which is both a credible deterrence to crime and an appropriate response to business losses, whilst at the same time meeting the needs of local, national & international organisations.

3. Vision

The company's vision as to what the Director would like Tactical Security Options Ltd to look like and feel like in 3-5 years time is:

- A quality business, with quality staff, quality clients & quality facilities.
- A high profile security facility with state of the art office, & conference/training facilities.
- The market leader in the North-West of England, providing high quality customer service.
- At the forefront of technology.
- An approved ISO company continually keeping to the standards.

4. Culture

The Directors' objective is to develop a culture which is:

- Open, supportive, with close personal relationships & a family feel.
- Multi-cultural.
- Direct, where problems are dealt with and resolved quickly & positively.
- Use formal quality management systems to continuously improve standards: including those of the S.I.A. including: ISO 9001, & I4001 and I500.

5. Products & Services

The primary products & services offered by the company are:

- Mobile patrol.
- Alarm monitoring.
- Static guarding
- Static electronic alarm systems
- Stewarding, for example at football matches & at major events, for example in the Motor cycle trials.
- Corporate security risk management consulting.
- Close Protection.

The key elements of these services are:

- **Mobile patrol service:**
 - Periodic visits out of working hours.
 - The provision of signage on the site.
 - Logging visits.
 - Logging incidents.
 - Contacting the client and/or the police in the event of major incidents, in accordance with the agreement with the client.
 - Reporting minor incidents the following morning.
 - Communicating with the client, advising of any significant changes required etc.
- **Alarm monitoring service:**
 - Monitor out of hours.
 - Agree and implement the activation procedure.
 - Key holding and responding to alarms.
- **Static guarding**
 - This involves the provision of a permanent presence at the client's premises or the provision of static electronic guarding systems
 - Site inspection
 - Health, safety and fire prevention measures
 - Crime prevention
- **Corporate security risk management consulting**

This service includes, inter alia:

- Corporate risk assessment.
- Security surveys.
- Compliance auditing.
- Security training.
- Business impact analysis.

- Secure storage facilities
- Secure rental accommodation

The entire Tactical Security Options Ltd product/service proposition is underpinned by a desire to find the security solution which is best suited to the specific requirements of each client. The starting point, in order to ensure that this is achieved, is always therefore an in depth consultation with the relevant director to ensure that the client's needs are fully understood and then met.

6. Markets & Customers

Tactical Security Options Ltd is currently operating in a variety of different markets, including:

- Customer service front of house contractors, including Vue cinema, NCS on behalf of the NHS.
- Local authorities and public bodies, including National Parks.
- Private houses and property.
- Late night economy.

Some of the more significant market segments can be characterised as follows:

• Local Authorities and bodies

The main advantages & disadvantages of operating in the Local authority industry are shown in the table below:

The pros & cons would appear to be as follows:

Advantages	Disadvantages
Good reputable clients.	It seems to be very difficult to get in. The one large & very attractive contract does not appear to be available.
Rates are good.	The tender process does not seem to work effectively.
Payment is pretty much guaranteed.	Difficult to establish the basis of competition in this segment.
It has good potential for expansion and expansion.	Only seasonal work.

• The Late night economy Industry

This is the latest area of expansion and an analysis provides the following information:

Advantages	Disadvantages
This is a growth industry and subject to continuous maintenance programmes	Need for large numbers of staff as contracts are set up
Exacting requirements are reflected in	Demands placed on TSO to work out

better terms offered	costing for PPE, equipment and services
Payment is generally weekly	Lack of staff with SIA badges
Working conditions are normally better	

A similar analysis is being performed for all other potential target more local authority contracts. An example of this is the street patrols, rangers, where higher rates are attainable and the work is high profile for the company.

The receipt of new business by word of mouth, based on the reputation of the company, is extremely healthy. The sales & marketing drive is focused into the target market areas and headed by the sales co-ordinator. (Stacey Vivian) and Operations Manager (Alan Snelson) who both meet regularly with the Director to give direction and focus to the market segments to be targeted. These reviews have identified the need for an additional member of staff to split the sales area from the need to monitor and retain existing contracts. The monitoring of existing contracts has to ensure standards are maintained to the levels of our quality awards and be aware of the service given. Within this provision is the need to ensure all complaints are dealt with speedily and to the satisfaction of our clients.

The Characteristics of a Target Client

Defining the characteristics of a target client can be extremely helpful for commercial targeting, even within a market segment which has already been deemed intrinsically attractive. These are:

- Down to earth and straightforward.
- Partnership rather than adversarial approach – knows mistakes can be made and accepts that as long as they are addressed.
- Prepared to operate on a contractual basis.
- Wants a long term relationship.
- Communicates effectively – participates in 2 way communication.
- Prepared to pay sensible rates & pays on time.
- Uses quality standards to improve management systems

7. The Basis of Competition

This is the basis on which clients decide which potential supplier to select. It can be seen that the basis of competition is significantly different in attractive & unattractive market segments. This can be seen from the table below:

Attractive Segments	Unattractive Segments
Professionalism of the supplier. This will include the appearance & behaviour of staff & the quality of communication.	Lowest cost
Access to a senior person, particularly in the event of a problem.	Willingness to accept responsibility for all & every potential liability for insurance purposes.

Knowledge level of staff.	Provision of large numbers of staff or decreases, associated with the start and finish of contracts; or variations in market conditions
Smart, clean & tidy staff.	Costs of training required to maintain standards of the quality awards
Regular proactive communication.	
Suitably qualified staff	
Excellent procedures for the speedy resolution of complaints or drops in service levels	

8. Competition

The competition can be divided into a number of categories. The most important distinction is between:

- The multi-nationals, including Mitie, Chubb & G4S.
- The regional & local firms such as Reliance, NCS, FGH Security, Lingwoods and EI.
 - The multi-nationals are well established, sit on industry bodies & set the industry standards. They have a scale advantage & tend to concentrate on the very big jobs which nobody else is set up to do. They tend to operate without managers or supervisors & tend to be poor in terms of communication & responsiveness.
 - At the smaller end of the market, TSO have a major competitive advantage against the multi-nationals, being 30/40% cheaper & sometimes more as well as providing a personal and supervised service.
 - The competition at the smaller end is from the other two and TSO is the quality provider.
 - The quality standards attained by the firm allow it to operate in the Local authority, and retail industries. There can be substantial costs in setting up the training of staff to operate in the above areas.

9. Competitive Advantage

The competitive advantage of the company is based on the following critically important factors:

- The personal hands on involvement of the Director and Managers.
- The commitment to being a high quality service provider, evidenced by the company's reputation for reliable service. Properly qualified people and underwritten by the Director: the commitment to provide cover by a member of the Pattinson family, if this is necessary to maintain client service.
- The ability to provide holistic, 'single-source' solutions for clients.

- Formal 'quality management systems' are in place, giving continuous feedback on standards of service
- Specific provision of a complaints and service standard procedure
- The provision of static guards or electronic static guarding systems, dependant on the requirements of the client and the sites or premises involved.

10. Marketing & Sales Development

The background to the company's marketing & business development activities is now concentrated on the work of the sales co-ordinator, (Stacey Vivian) who in turn liaises with the director. It has developed and now the main features of it are as follows:

- The company's client base has evolved from being mainly based around the late night economy industry, with its attendant problems or poor pay and conditions; to the relatively better paid and more secure contracts within the local authority sectors.
- At the beginning, business was obtained by cold calling, especially on site developments and making people aware of the service which could be offered. A good example was the new Street Patrol development. Now the focus is on developing in niche work, based primarily in the Cumbria. This work is the high standard, quality provision which TSO can provide and lies in the gap between the contracts held by the nationals and those held by the local competition.
- The website & company brochure are in place & a major signing campaign has helped develop awareness in the local area. This area requires constant monitoring to accurately reflect changes in market conditions
- Care has been taken with the appearance & presentation of the guards in recognition of their contribution to the marketing of the firm.
- In addition to sales targets, marketing and sale drives the focus can now be on performance. Performance and standards require regular monitoring and a member of staff has been appointed to perform these tasks.
- Marketing now also includes the secure storage and rented office accommodation. The business of letting or leasing the premises space has now been allocated to a local council.
- Presentations at Lanpac Ltd organised events for business.

Experience in terms of targeting particular market segments in the past is also utilised to assist how this area is developed. As stated previously, it is recognised that an essential feature of the niche role the company occupies is the need to continue with the quality managements awards it has gained. It is realised that the regular contact and monitoring of clients needs and service levels, assists with the retention or renewal of contracts. They in turn provide contacts to similar bodies and firms who place contracts with us. Closely allied with this quality service provision, is the requirement to have all complaints dealt with effectively and a complaints procedure is in place to deal with them effectively and also it allows director to monitor standards and levels of performance.

11. Business Development Strategy

- The company's geographic target market is the NW of England, an area stretching from Lancaster to South Lakes, and this is where most business is transacted. Other areas are covered, where existing contractors extend their contracts to other sites and/or areas of work.
- Within this geographic area, the business development strategy is designed to achieve growth in the primary target market segments. At present, these include:
 - The Local authority sectors.
 - The construction industry
 - The retail market in the NW.
 - Event management.
 - National Parks.

12. Human Resources

- The director have developed a training plan for all of the company's management team and with each manager acquiring qualifications relative to the area of expertise.
- The Manager has responsibility to maintain the standards of the staff. The role is to ensure that all staff is qualified, smart and give our clients a high standard of service. In turn, any staff displaying excellence are rewarded.
- There is an annual appraisal system which is linked to staff development and training needs.
- The training and qualifications held by staff are reviewed against the demands arising from our contractual liabilities
- Health and safety requirements are reviewed bi-annually by an outside contractor.

13. Physical Resources

- The business has a state of the art premises.
- The health and safety requirements, together with appropriate fire precautions are now complete. There is a quarterly review in place to ensure standards are maintained and/or improved.
- A new system for operating the vehicle fleet and being used on a trial basis to provide comparisons for costs.

14. Product/Service Development

- The application of mobile patrols for site entrances or property is now in use, with the advantages and disadvantages for further its use are under constant review.
- The high status of the existing client base provides opportunities to expand into their areas.

15. Financial Management

- David Pattinson Snr. reviews the financial situation in detail on a weekly basis, to ensure that any potential short term cash flow difficulties which may arise are identified early and dealt with quickly.
- Loan finance is in place to fund the new premises or continuance of the business.
- Contingency plans, which also provide for other emergencies such as power failures and flooding, are in place to cover for staff absences with the bank providing emergency cover. (A separate contingency plan, incorporating 'key man' cover has been drawn up.)

16. Business Objectives – 22/23/24.

The top level business objectives which TSO are aiming to achieve over the next 12 months are as follows:

- ***Review SIA and ISO accreditation by the end of Jan 2024.***
 - Implement audit schedule for ISO 9001 and 14001 45001
 - Implement post accreditation plan for ISO 9001 and 14001 45001
- ***Contingency Planning***

A business contingency plan has been produced, in addition are the following:-

Quarterly management meetings review the provision of the following:

- Finance - arrangements with bank for key personnel cover
- Buildings - previous premises owned by the director are available as back-up in case of fire, flood or other disasters
- Staffing - reciprocal support with other approved companies are in place to provide additional staffing in case of sudden loss of personnel through sickness, quarantine or other emergencies

- Services - local firms are willing to provide or switch provision of essential services which the utility companies cannot provide
- **Social Policy**

A range of local charities and sports are supported by the company each year.

Amongst these are the following:

- Help for Heroes
- Street Angels

With staff being encouraged to participate in local, national fundraising activities.

- **Improve the Performance of the Company.**

The main areas, in which the company is seeking to achieve measurable improvements in performance over the next 12 months, are detailed in a KPI plan. In addition aspects also being monitored are as follows:

- **Improving the performance of staff in their role as security guards/door supervisors.**

This is now regularly and objectively measured by supervisory staff. Key factors which are measured include appearance, proper utilisation of PPE, alertness & the carrying out of all necessary tasks. The strategy for improving performance in this area includes:

- Introducing and sustaining daily checks by supervisory staff.
- Setting improvement targets & discussing these regularly with staff.
- Introducing key performance indicators. KPIs which will be employed in this respect include the daily security scores, the level of customer complaints and the number of gained and lost clients.

- **Reducing fuel & utility costs.**

This will be achieved by:

- Regular measurement of fuel consumption for the entire fleet.
- Reviewing this regularly to identify problem areas.
- Setting targets for reduction.
- Introducing a key performance indicator which relates consumption in some meaningful way to the level of activity.
- Regular measurement of gas, electricity & water costs and comparing with them with the previous 12 months figures or expected levels.
- A trial is being run to assess the current and new system of fleet provision for costs

- Consideration is being given to have premises in the Cumbria area in early 2025. This would reduce travelling costs when covering contacts and sites in the Cumbria areas

- **Improving Health & Safety Performance.**

The level of accidents and near misses is extremely low. However, action can still be taken to try and reduce the risk of accidents & near misses.

Planned actions, in this respect, include:

- Arrange risk assessments training for supervisors
- Implement twice yearly health and safety inspections
- Assessment of the new premises at quarterly intervals or on any change of use.
- Additional training.

- **Increasing the level of revenue.**

The company is evolving in its core security provision to a better standard of contract. Changes to its costs base dictate that not only has revenue to increase but charges have to accurately reflect that increase.

Specific measures include:

- Implementing the sales & marketing plan, targeting the agreed market sectors & selling our services.
- Having individual sales targets for the areas identified for possible growth
- Monitoring those targets
- Monitoring complaints to avoid losses of existing contracts

The target for the next 12 months is to achieve an increase in sales's figure for 2022/23/24 of £???, by 5%. This is a lower percentage than the usual 10%, in consideration of the effects of the recession.

The detailed action plan for company improvement is the subject of a separate document.

Revised – 2024