ProtectED®
Code of Practice

Ensuring the Safety, Security & Wellbeing of HEI Students & Assets

Core Institutional Safety & Security

SELF ASSESSMENT**WORKBOOK**

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Core Institutional Safety & Security

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ProtectED Core Institutional Safety & Security

1. Structure

The *ProtectED* approach to *Core Institutional Safety and Security* is to promote professionalism and delivery excellence in university security services. This instrument is divided into nine sections, as follows:

Section 1, *ProtectED* **Safety and Wellbeing Partnership**, focuses HEIs on establishing effective partnerships with internal and external agencies for delivering safety, security and asset protection initiatives.

Section 2, **Strategy, Leadership & Commitment**, helps HEIs to establish a clear, planned approach to safety, security and asset protection.

Section 3, **Threat & Risk Management**, ensures HEIs understand the risks to its students, staff and assets, and put into place appropriate measures to address these risks.

Section 4, **Physical & Environmental Security**, concentrates on the different ways HEIs can address safety, security and asset protection through the application of effective security systems.

Section 5, **Emergency & Incident Management**, concentrates on how HEIs can effectively manage crises.

Section 6, **Operational Security**, focuses on the professional delivery of security services.

Section 7, **People**, addresses the recruitment, training and development of security service personnel.

Section 8, **Supply Chain Management**, helps HEIs with the selection and monitoring of effective supply chain partners, and the procurement of goods and services for safety, security and asset protection.

Finally, Section 9, **Results and Improvement**, looks at how the HEI monitors and measures its performance in safety, security and asset protection and identifies positive and negative trends.

2. Specific measures

1. *ProtectED* Safety & Wellbeing Partnership

1.1	The HEI forges strategic partnerships with other agencies.
1.1.1	The HEI forges strategic partnerships with internal departments and external agencies to help deliver safety, security, wellbeing and asset protection policies and initiatives.

REQUIRED LEVEL	+2	+3
The HEI understands the local and national initiatives and assesses their relevance and importance to the HEI. The HEI demonstrates dedication to partnership working by creating a ProtectED Safety and Wellbeing Partnership (PSWP), or being a member of an existing equivalent. Membership of the PSWP should comprise internal departments within the HEI (e.g. security, student services, counselling), Students' Union, as well as external agencies (e.g. local council, police, NHS).	↙ All aspects of previous levels, plus: The HEI are involved in the local and national partnership initiatives at some level. The HEI holds regular meetings with the local police, council, NHS and other agencies to effect safety, security, wellbeing and asset protection. The HEI is an active member of the PSWP (or an existing equivalent) and attends the meetings.	↙ All aspects of previous levels, plus: The HEI leads on local and national partnerships for safety, security, wellbeing and asset protection initiatives. The HEI chairs or leads the PSWP (or existing equivalent) and provides key input to their meetings.

The PSWP works together for a joined-up approach to student safety, security, wellbeing and asset protection policies and initiatives.		

1. *ProtectED* Safety and Wellbeing Partnership

1.1	The HEI forges strategic partnerships with other agencies.
1.1.2	The HEI has information sharing agreements with external agencies.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has informal information sharing agreements in place with the external agencies (e.g. local police, local authority and NHS).	The HEI has a formal information sharing agreement with the local police force.	Information sharing has yielded positive results.

1. *ProtectED* Safety & Wellbeing Partnership

1.2	The HEI forges relationships with other HEIs.
1.2.1	The HEI effectively engages and communicates with other HEIs about security risks, incidents and vulnerabilities.

	+2	**+3**
REQUIRED LEVEL	⬋ All aspects of previous levels, plus:	⬋ All aspects of previous levels, plus:
The HEI engages with other HEIs and institutes, when necessary. The HEI shares information about security risks, incidents and vulnerabilities with other local HEIs on request.	The HEI shares information about security risks, incidents and vulnerabilities with any HEI requesting engagement or communication. Other local HEIs are a member of the HEI's PSWP.	The HEI makes their information publicly available to all HEIs in all areas. The HEI positively promotes the sharing of information and presents evaluated data to the PSWP. The HEI has established a communications hotline with other local HEIs about relevant and potential risks, threats and issues.

1. *ProtectED* Safety & Wellbeing Partnership

1.3	The HEI has an effective communication policy.
1.3.1	The HEI has an effective internal and external engagement and communication strategy for safety, security and asset protection.

REQUIRED LEVEL	+2	+3
The HEI has identified the communication needs of its students and employees. All opportunities for communication between the HEI, students and employees are used. The procedures to manage adverse publicity also include: ▶ Authorised levels of sign-off on comments ▶ A designated spokesperson These procedures are always used.	☚ All aspects of previous levels, plus: Any feedback the HEI receives regarding its communication methods is reviewed, and improvements are made in future communication. Information concerning the communication needs of students and employees is used to plan how the organisation communicates with these groups. The procedures to manage adverse publicity about either the HEI or the area also include: ▶ Keeping of records of any responses made ▶ Involving other stakeholders in the planning of responses. These procedures are always used.	☚ All aspects of previous levels, plus: The HEI has also identified the communication needs of other stakeholders (e.g. police, local authority, charities, wider public). The HEI canvasses feedback from other stakeholders to determine the most effective means of communication. This information is used to develop and implement plans to communicate with these stakeholders. The organisation checks the awareness and understanding of stakeholders to ensure the effectiveness of its communication.

1. *ProtectED* Safety & Wellbeing Partnership

1.3	The HEI has an effective communication policy.
1.3.2	The HEI effectively engages and communicates with students and relevant third parties on safety, security and asset protection matters.

		+3
	+2	⬉ All aspects of previous levels, plus:
REQUIRED LEVEL	⬉ All aspects of previous levels, plus:	The SAP is compulsory for all students and staff attending the HEI.
The HEI makes safety and security awareness training available for new students.	The HEI has developed a safety awareness programme (SAP) that is available to all students, staff and other interested parties.	SAP refresher training is conducted annually for all students and staff.
Safety and security awareness induction training is conducted for relevant third parties to the HEI, prior to commencement.	Safety kits are issued to all students as part of the SAP.	Discounted security equipment is made available to staff and students to protect themselves and their assets.

2. Strategy, leadership and commitment

		+3
2.1	**The HEI has a clear approach to safety, security, and asset protection.**	
2.1.1	**The HEI has effective policies / strategies for safety, security and asset protection, and these policies/strategies are communicated.**	

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has clear policies / strategies on safety, security, and asset protection of students, staff, visitors and contractors.	The HEI has documented its approach to safety, security, and asset protection in the form of a written policy. The policy / strategy:	The policy / strategy is endorsed by other bodies, such as the PSWP and the Students' Union.
The HEI understands its purpose and role in delivering the safety, security, and asset protection strategy.	▸ Explains the HEI's rationale for managing safety, security, and asset protection	The HEI acts as a mentor to other HEIs in applying approach, policy and strategy.
The HEI considers all internal and external issues that affect its ability to achieve the intended level of safety, security, and asset protection.	▸ Provides a framework for safety, security, and asset protection objectives	The HEI ensures its policy / strategy is publicly available and transparent for all to see.
The policy / strategy has a fundamental focus on protecting students and assets – as well as providing a safe and secure environment for everyone.	▸ Is visibly endorsed at the highest level within the HEI	The HEI periodically reviews its policy / strategy to determine its effectiveness and relevance.
The HEI communicates its policy / strategy to all relevant interested parties and makes them aware of any changes, and the impact of those changes.	▸ Includes a commitment to providing the necessary resources	The HEI communicates the policy / strategy, and any changes, to all relevant interested parties and makes them aware of any changes, and the impact of those changes.
	▸ Identifies accountabilities and responsibilities for managing safety, security, and asset protection	
	▸ Identifies performance criteria and how it will be measured	

	- Is consistent with other policies - Is implemented, effective and maintained, and - Respects the rights of staff, students and other interested parties.	

2. Strategy, leadership and commitment

			+3
		+2	↙ **All aspects of previous levels, plus:**
REQUIRED LEVEL	↙ **All aspects of previous levels, plus:**		The person responsible for safety, security, and asset protection acts as a mentor to other HEIs.

2.2 The HEI is a leader in safety, security, and asset protection.

2.2.1 The HEI can demonstrate its leadership and commitment with regards to safety, security and asset protection.

REQUIRED LEVEL	+2 — ↙ All aspects of previous levels, plus:	+3 — ↙ All aspects of previous levels, plus:
Safety, security, and asset protection is considered important and is discussed in the higher echelons of the HEI.	Responsibility for safety, security, and asset protection is designated as a senior management role.	The person responsible for safety, security, and asset protection acts as a mentor to other HEIs.
The HEI has appointed a responsible person for safety, security, and asset protection with leadership abilities and technical competence.	The HEI has a dedicated person to oversee the safety, security, and asset protection strategy; they represent the HEI on the PSWP.	The HEI acts as a knowledge and information centre for a *ProtectED* instrument.
The HEI has sufficient resources in place to effectively deliver its safety, security, and asset protection strategy.	The HEI seeks specialist safety, security, and asset protection advice from outside safety, security, and asset protection agencies and/or charities.	
Safety, security, and asset protection roles are clearly established at the highest levels of the HEI.	A proportionate annual budget is allocated for the purpose of improving safety, security, and asset protection.	

2. Strategy, leadership and commitment

2.3	The HEI has clear and transparent plans and objectives for safety, security and asset protection.	
2.3.1	The HEI has established clear goals, objectives and targets for safety, security and asset protection.	

REQUIRED LEVEL	+2	+3
Goals, objectives and targets for safety, security, and asset protection are set at a high level within the organisation and are consistent with the safety and security policy for the HEI. There is a link between the goals, objectives and targets set by individuals responsible for safety, security, and asset protection, and the HEI's policies / strategies for safety, security and asset protection (see indicator 2.1.1, above).	☚ All aspects of previous levels, plus: Individuals responsible for safety, security, and asset protection are aware of how their individual goals and objectives are linked to the HEI's policies / strategies for safety, security and asset protection. Safety, security, and asset protection goals, objectives and targets can be traced down through the HEI from senior management level to operational and delivery levels. Safety, security, and asset protection goals, objectives and targets are developed through discussions with the department responsible for their achievement.	☚ All aspects of previous levels, plus: There is a clear link with the policy, role, purpose or mission and plans to improve safety, security, and asset protection arrangements. The plans cover all aspects of safety, security and assessment management such as service delivery, employees, reputation, crime reduction, asset loss, and student perception. Goals and objectives — including targets and results — are shared with other HEIs, and relevant groups and/or agencies.

2. Strategy, leadership and commitment

2.3	The HEI has clear and transparent plans and objectives for safety, security and asset protection.
2.3.2	The HEI has established a clear plan for safety, security and asset protection, in line with its safety, security and asset protection policy / strategy.

REQUIRED LEVEL	+2	+3
The HEI's safety, security, and asset protection plan shall be consistent with its goals, objectives and targets for safety, security, and asset protection. The HEI's safety, security, and asset protection plan should be based on the risk assessment and needs of the HEI. The safety, security, and asset protection plan for the HEI shall include but not be limited to: ▸ The HEI's approach to the safety of students, staff and visitors, including the organisational structure ▸ The needs and expectations of all interested parties, including liaison activities with the PSWP	↲ All aspects of previous levels, plus:	↲ All aspects of previous levels, plus:

- Training requirements for all persons, including external resources engaged in security, and asset protection matters
- The HEI's current risks and threats, including security sensitive areas
- The benefits in following the plan, including likely improvements.

2. Strategy, leadership and commitment

2.4	The HEI has a formal safety and security management system in place.

2.4.1	The HEI has identified the key processes and procedures for achieving its objectives and delivering its strategy.

		+3
	+2	
REQUIRED LEVEL	↙ **All aspects of previous levels, plus:**	↙ **All aspects of previous levels, plus:**
The HEI has identified its key processes and procedures for safety, security and asset protection, and documented these, if necessary. The processes and procedures are current and relevant. The HEI operates a documented information control system for documents, data and records that includes distribution, access, storage, preservation, retention and disposition. Documented information is available for use where needed, and is adequately protected.	The HEI has a formally documented safety, security and asset protection management system in place. The HEI conducts regular audits against the requirements of its management system. The HEI regularly reviews its safety, security and asset protection management system, and creates improvement actions as an output from the review.	The HEI mentors other HEIs in creating a safety, security and asset protection management system. The HEI has received formal external recognition for its safety, security and asset protection management system. The periodic review of the management system includes representation from the PSWP, Students' Union and other stakeholders.

2. Strategy, leadership and commitment

2.5	The HEI meets all of its legal and regulatory requirements.
2.5.1	The HEI is aware of, and meets, all current legal requirements pertaining to its activities and has access to best practice knowledge and information.

REQUIRED LEVEL	+2	+3
The HEI is aware of the relevant legislation applicable to the protection of their students, staff, interested third parties, visitors and the environment, and has adopted measures to ensure that they continue to comply. The HEI has access to all current legislation, standards and best practice relevant to safety, security and asset protection. The HEI has a system in place to identify any changes to legislation, standards and best practice.	↙ All aspects of previous levels, plus: The HEI has a legal register, identifying the relevant legislation and impacts affected by its activity. The HEI conducts regular internal audits against the requirements of any legislation, standard or best practice.	↙ All aspects of previous levels, plus: The HEI conducts external audits against the requirements of the legislation, standards or codes of practice. The HEI acts as a knowledge centre for safety, security and asset protection expertise. The HEI is involved in the development of legislation, standards or codes of practice within the fields of safety, security and asset protection.

3. Threat and Risk Management

3.1	The HEI understands the risks to its students, staff and assets.
3.1.1	The HEI understands, and has identified, the risks associated with security that could affect its clear approach to safety, security and asset protection.

	+3
	+2	☑ **All aspects of previous levels, plus:**
REQUIRED LEVEL	☑ **All aspects of previous levels, plus:**	The HEI identifies and documents the appropriate risk treatment for each risk, taking into account the existing controls.
The HEI has established, implemented and maintained a formal documented risk assessment process for the security of students, staff and asset protection.	The HEI annually reviews its security risk assessment within the context of any changes within the HEI's organisation (e.g. operating environment, processes and procedures, partnerships and supply chain) – and any relevant	Risk treatment is documented in terms of avoidance, transfer, shared, eliminated, mitigated, tolerated or accepted. The reasoning is justified within the context of the risk.
Security risk assessments are conducted and reviewed by competent persons.	changes in national and international context (e.g. lone wolf attacks, mass gatherings, terrorism, executive protection, travel security, pandemics - see Section 5: Crisis Management) – and has implemented appropriate and proportionate control measures to manage the risk.	The HEI acts as a mentor to other HEIs in specialist areas of risk management (e.g. lone wolf attacks, mass gatherings, terrorism, executive protection, travel security, pandemics - see Section 5: Crisis Management).
The HEI has identified operational security risks and threats caused by intentional, unintentional and human threats that have the potential for direct or indirect consequences for the HEI's tangible and intangible assets and interested parties.	The HEI utilises historical data, incident reporting data, crime statistics and intelligence from the PSWP when creating new risk assessments, and/or reviewing and updating the current risk	The HEI shares information on threats and vulnerabilities with other HEIs or other relevant institutions.
The HEI has systematically analysed risk likelihood and consequence, and set risk criteria.		

| The HEI systematically evaluates and prioritises security risk controls and measures, and their related costs. | assessment. | The HEI has achieved a recognised (UKAS) third party accreditation for security risk management. |
| The HEI has documented and kept the information up to date and secure. | The security risk assessor holds a recognised qualification in security risk assessment. | |

3.   Threat and Risk Management

3.2	The HEI applies effective and justified control measures.
3.2.1	The HEI has identified any appropriate security risk and crime "hotspots" on and off campus, and has applied justified and appropriate control measures.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has identified — and mapped — its security risk and crime hotspots both on and off campus, and around student accommodation. The HEI has applied justified and appropriate control measures to reduce the crime and security risk in that particular area. Staff, students and other interested parties are made aware of security risk and crime hotspots.	The HEI analyses incident data on and off campus, and around student accommodation, as part of its risk assessment process. The HEI looks at technological solutions from physical and environmental security to reduce the impact of security risk and crime hotspots (see 4.1.1).	The HEI utilises its relationship with the police and/or other members on the PSWP to analyse crime and incident data on and off campus to identify security risk and crime hotspots. The HEI works with other HEIs, the police and/or local council to reduce the impact of security risk and crime hotspots.

4. Physical and Environmental Security

4.1	The HEI understands the physical and environmental security options available to them and has applied appropriate controls.

4.1.1 The HEI has identified its physical and/or environmental security requirements which are proportionate to its level of risk.

		+3
	+2	
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has undertaken an appropriate assessment of its environment to determine the physical and/or environmental security requirements.	The HEI conducts physical and environmental assessments annually.	The HEI conducts a re-assessment of physical and environmental security when the environmental dynamics change in any way.
The HEI has implemented the findings from its risk assessment.	The HEI has applied appropriate physical and environmental security measures (e.g. CCTV, emergency lighting) in areas identified as security risk and crime risk "hotspots" (see 3.2.1).	The HEI has conducted physical and environmental assessments off campus where risk and "hotspots" have been identified.
The physical and/or environmental security measures deployed are proportionate to the risks involved.		The HEI contributes to the physical and environmental schemes of other HEIs.

4. Physical and Environmental Security

4.1	The HEI understands the physical and environmental security options available to them and has applied appropriate controls.

4.1.2	The HEI is aware of its assets and their value, and has introduced physical and/or environmental security measures to protect them.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI is aware of its assets and their corresponding value. The HEI has determined and implemented physical and/or environmental security measures appropriate to the value of the assets. The HEI utilises incident statistics when periodically reviewing its physical and/or environmental security requirements.	The HEI has tagged all its assets and is aware of their location and value. An electronic register of all assets and their locations are held by the HEI, which is periodically reviewed and updated. Asset management is a requirement of the HEI's purchasing policy.	The HEI uses an electronic tagging system that identifies when equipment has been moved out of its permitted locations. The HEI acts as a mentor to other HEIs for asset management, knowledge and information.

4. Physical and Environmental Security

4.1	The HEI understands the physical and environmental security options available to them and has applied appropriate controls.

4.1.3	Where appropriate and justifiable, the HEI installs and maintains suitable access control systems.

		+3
	+2	⬑ All aspects of previous levels, plus:
REQUIRED LEVEL	⬑ All aspects of previous levels, plus:	The access control system has been certificated by a third party certification body for installation and maintenance.
The HEI can demonstrate that it has installed a quality access control system that is justifiable and proportionate to the risk, effective, and compliant with any legal obligations.	The HEI installs and maintains an access control system in accordance with national or international standards.	The results of maintenance are analysed to ensure and determine the overall effectiveness of the system.
The access control system installation and maintenance is conducted by competent person(s).	The system installer and maintainer holds an appropriate certification of competency.	The HEI acts as a mentor to other HEIs for access control installation and maintenance, knowledge and information.
The HEI conducts regular maintenance on the access control system.	The HEI has established and maintains an effective schedule of maintenance programme for the access control system.	

4. Physical and Environmental Security

4.1	The HEI understands the physical and environmental security options available to them and has applied appropriate controls.

4.1.4	Where applicable and justifiable, the HEI installs and maintains CCTV monitoring systems.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	The CCTV system has been certificated by a third party certification body for installation and maintenance.
The HEI can demonstrate that it has installed a CCTV system that is justifiable and proportionate to the risk, effective, and compliant with any legal obligations.	The HEI installs and maintains a CCTV system in accordance with national or international standards.	The results of maintenance are analysed to ensure and determine the overall effectiveness of the system.
CCTV system installation and maintenance is conducted by competent persons.	The system installer and maintainer holds an appropriate certification of competency.	The HEI acts as a mentor to other HEIs for CCTV installation and maintenance, knowledge and information.
The HEI conducts regular maintenance on the CCTV system.	The HEI has established and maintains an effective schedule of maintenance programme.	

4. Physical and Environmental Security

4.1	The HEI understands the physical and environmental security options available to them and has applied appropriate controls

4.1.5	Where applicable and justifiable, the HEI installs and maintains intruder and personal alarm systems.

		+3
	+2	
REQUIRED LEVEL	⬋ All aspects of previous levels, plus:	⬋ All aspects of previous levels, plus:
The HEI can demonstrate that it has installed an intruder or personal alarm system that is justifiable and proportionate to the risk, effective, and compliant with any legal obligations.	The HEI installs and maintains an intruder or personal alarm system in accordance with national or international standards.	The intruder or personal alarm system has been certificated by a third party certification body for installation and maintenance.
The intruder or personal alarm system installation and maintenance is conducted by competent persons.	The system installer and maintainer holds an appropriate certification of competency.	The results of maintenance are analysed to ensure and determine the overall effectiveness of the system.
The HEI conducts regular maintenance on the intruder or personal alarm system.	The HEI has established and maintains an effective schedule of maintenance programme.	The HEI acts as a mentor to other HEIs for intruder or personal alarm installation and maintenance, knowledge and information.

4. Physical and Environmental Security

4.2	The HEI understands the fire detection and protection options available to them and has applied appropriate controls
4.2.1	Where applicable and justifiable, the HEI installs and maintains fire alarm detection and/or suppression systems.

	+2	**+3**
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI can demonstrate that it has installed a fire alarm detection or suppression system that is justifiable and proportionate to the risk, effective, and compliant with any legal obligations. The fire alarm detection or suppression system installation and maintenance is conducted by competent persons. The HEI conducts regular maintenance on the fire alarm detection or suppression system.	The HEI installs and maintains a fire alarm detection or suppression system in accordance with national or international standards. The system installer and maintainer holds an appropriate certification of competency. The HEI has established and maintains an effective schedule of maintenance programme.	The fire alarm detection or suppression system has been certificated by a third party certification body for installation and maintenance. The results of maintenance are analysed to ensure and determine the overall effectiveness of the system. The HEI acts as a mentor to other HEIs for fire alarm detection or suppression installation and maintenance, knowledge and information.

4. Physical and Environmental Security

			+3

4.3 The HEI understands the emergency and non-emergency lighting options available to them and has applied appropriate controls.

4.3.1 Where applicable and justifiable, the HEI installs and maintains appropriate emergency and non-emergency lighting systems.

REQUIRED LEVEL	**+2**	**+3**
The HEI can demonstrate that it has installed an appropriate lighting system that is justifiable and proportionate to the risk, effective, and compliant with any legal obligations.	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
	The HEI installs and maintains an appropriate lighting system in accordance with national or international standards.	The appropriate lighting system has been certificated by a third party certification body for installation and maintenance.
The appropriate lighting system installation and maintenance is conducted by competent persons.	The system installer and maintainer holds an appropriate certification of competency.	The results of maintenance are analysed to ensure and determine the overall effectiveness of the system.
The HEI conducts regular maintenance on the appropriate lighting system.	The HEI has established and maintains an effective schedule of maintenance programme.	The HEI acts as a mentor to other HEIS for appropriate lighting system installation and maintenance, knowledge and information.

4. Physical and Environmental Security

4.4	The HEI understands and considers the crime aspects and impacts when designing within the HEI environment.

4.4.1	Opportunities for designing out crime are formally considered for all new building or renovation projects on HEI land.

		+3
	+2	✔ All aspects of previous levels, plus:
REQUIRED LEVEL	✔ All aspects of previous levels, plus:	The HEI seeks advice on all new building design proposals from their police Architectural Liaison Officer (ALO) or Crime Prevention Design Advisor (CPDA) prior to submission for planning approval.
The HEI seeks to address crime and insecurity on campus through the use of design to reduce opportunities for crime and feelings of insecurity (i.e. design against crime).	The HEI can demonstrate that it has applied for *Secured By Design* accreditation for new builds or renovations on HEI land.	

5. Crisis Management

5.1	The HEI has adequate resources in place to effectively manage a crisis.

5.1.1	The HEI has a control and command centre for managing major incidents.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has access to a control and command centre for managing major incidents. Processes and procedures have been established for the control and command centre activity. Access to the control and command centre is strictly limited to designated staff. Appropriate access and CCTV control measures have been applied. A communication line, exclusive to the control and command centre, has been established. Communication lines to emergency services have been established. The control and command centre has generator back up.	The control and command centre has sufficient telecommunications in place, including access to the internet and live communications. Welfare facilities are available within the control and command centre. Remote access to CCTV cameras and access control is in place. An unlimited power supply is available to the control and command centre.	The control and command centre is protected from any internal and external threats (e.g. fire, attack, flood, cyber threat, active shooter, power failure). The command centre has recognised third party approval for its building integrity. The HEI acts as a mentor to other HEIs for control and command centre set-up.

5. Crisis Management

5.1	The HEI has adequate resources in place to effectively manage a crisis.

5.1.2	The HEI has established a command structure for crisis management.

		+3
	+2	✔ All aspects of previous levels, plus:
REQUIRED LEVEL	✔ All aspects of previous levels, plus:	The HEI use a Home Office trained loggist for recording major incidents.
The HEI has established a procedure for the classification of an emergency or a major incident.	Action teams have been established for strategic, tactical and operational response.	
The HEI has established a command structure for dealing with emergencies, including a responsible person.	Team objectives have been established that are linked to individual action plans and job descriptions.	
Individual roles and responsibilities are identified and understood.	All actions, decisions and events are recorded by a nominated loggist.	
Decision makers are clearly identified, agreed and understood.		
Pre-incident planning and training is undertaken for all roles.		

5. Crisis Management

5.2	The HEI has established documented plans, policies, processes and procedures for managing a crisis

5.2.1	The HEI has established crisis management, business continuity and disaster recovery plans – and supporting policy, processes and procedures.

		+3
	+2	⬉ All aspects of previous levels, plus:
REQUIRED LEVEL	⬉ All aspects of previous levels, plus:	The HEI holds third party accreditation for crisis management.
The HEI has established crisis management plans that include: ▸ Flood ▸ Fire ▸ Terrorist ▸ Active shooter ▸ Occupation ▸ Riot Access to knowledge and information is available, with particular regard to historical emergency case studies and best practice. Business continuity plans and disaster recovery plans have been established for the HEI.	The HEI has a formal management system in place for crisis management.	

5. Crisis Management

5.3	The HEI has established effective testing and exercise procedures.
5.3.1	The HEI has established testing and exercise procedures for all major incidents.

		+3
	+2	
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has conducted a desktop emergency management exercise.	An actual live exercise has been conducted for the different emergency types at least once in the past 12 months.	A follow-up exercise is completed within three months of the annual live exercise to test any improvements.
The outcomes from the exercise have been documented and a de-brief conducted.	The emergency services have been involved in the exercise.	Results from exercises are fed back to the PSWP.
The exercise is done annually and all emergency types (see list in 5.2.1) are tested.	The exercise is fully documented with outcomes and actions clearly identified.	The HEI acts as a mentor to other HEIs for emergency management exercises.
	A de-brief is carried out with all participants, including the emergency services.	

6. Operational Security

		+3

6.1 The HEI can demonstrate that it has identified and understood its key security delivery processes.

6.1.1 The HEI has established documented and effective operational instructions for its key security assignments.

REQUIRED LEVEL	+2	+3
The HEI has established and implemented effective assignment/operational instructions for its security assignments. Assignments/operational instructions are documented and authorised by the security management and acknowledged by the security personnel. The assignments/operational instructions identify: ▸ The location ▸ Description and extent of the assignment ▸ The duties of the assignment ▸ Any emergency procedures and lines of communication ▸ Frequency and method of communication with the control room, including the	✔ All aspects of previous levels, plus: Instructions are routinely reviewed annually and updated to reflect any changes. The nature of the change is recorded. The HEI utilises photographs and other media to improve the effectiveness of assignments/operational instructions. Assignments/operational instructions are developed through collaboration with all interested parties.	✔ All aspects of previous levels, plus: The HEI utilises electronic media or task management software for assignment/operational instructions. The HEI holds separate certification to relevant security standards. The HEI shares assignment/operational instructions best practice with other HEIs.

frequency of check calls, working hours, any hand over requirements and any patrol routes ▸ Routine reporting points and times. Staff receive instructional training on a regular basis and in the event of any changes to the assignment/operational instruction. Records of any briefings are retained.		

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.
6.1.2	The HEI has established effective procedures for deployment, rostering and patrolling of security personnel.

		+3
	+2	
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has current rosters in place for the following week for security personnel.	Patrols are planned and conducted at random intervals to reduce patterns.	The procedures for deployment, rostering and patrolling of security personnel, including task management is automated through effective software.
The HEI has established procedures to cover shifts in the event of absence of security personnel.	"Proof of presence" systems are used to log patrols and routes.	Communication with interested parties is conducted immediately and electronically.
Patrol routes are known and understood by the security management team and the security personnel.	Security personnel are aware of their shift patterns and know where they will be working for the next month.	
Security personnel carry security notebooks or similar for recording incidents and confirming particular tasks.	Security personnel carry secure portable communications equipment for capturing images and recording notes in the event of an incident.	
Reporting is completed within reasonable timescales.	Tasks are allocated and recorded electronically.	
Rostering records are held for a minimum of one year.		

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.
6.1.3	The HEI has established effective procedures to manage lone working or other high-risk work activity of security personnel.

REQUIRED LEVEL	+2	+3
The HEI has an effective policy and/or procedure to manage lone working and other high-risk activity of security personnel.	☛ All aspects of previous levels, plus:	☛ All aspects of previous levels, plus:
	Automated tracking or lone working software/devices are used for protecting security personnel.	Automated tracking and lone worker monitoring is incorporated within the deployment, rostering, patrol and task management software.
Lone worker risk has been assessed by the HEI and communicated to the lone worker and other relevant personnel in the monitoring station and/or control room.	Appropriate emergency communication devices are available to lone and high-risk workers, and have been appropriately tested in the areas used.	The HEI operates in accordance with a recognised standard for lone working (e.g. BS8484).
Justified and proportionate control measures have been put in place to reduce lone worker risk.	Lone and high-risk workers are regularly changed to minimise risk to a particular individual.	
The HEI is aware of its lone and high-risk workers at all times (i.e. security personnel who are patrolling a security risk and crime hotspot, or who are working where alcohol is prevalent).		

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.
6.1.4	The HEI has established effective procedures for incident management and response.

		+3
	+2	
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has established effective documented procedures for managing and responding to incidents, including those incidents recorded on CCTV.	Incident records are managed electronically.	Incident statistics and their analysis are shared with the PSWP and other HEIs to help them better assess their own risks.
Procedures include the initial response to — and the securing of — an incident scene: providing necessary assistance; law enforcement and internal contacts; appropriate investigation and documentation.	Incident reporting is carried out electronically with a built-in camera/video feature to capture images and report back to senior management.	The HEI makes incident data available to interested third parties and any research projects.
Incident reports are clear, concise and relevant to the facts.	Root cause, correction and corrective actions are applied to all security incidents, which is documented.	
Incident reports are communicated to the security management team.	Incident statistics are generated and analysed, and used in the security risk assessment.	
All incidents are investigated and recorded. Records are held for a minimum of two years.		

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.

6.1.5	The HEI has established effective key management procedures.

		+3
	+2	⬏ **All aspects of previous levels, plus:**
REQUIRED LEVEL	⬏ **All aspects of previous levels, plus:**	Electronic key management systems have been established to manage key movements and accountability.
The HEI has established effective key management procedures.	Keys are held in a secure key safe in a secure area. When that secure area is a vehicle, keys are removed from the key safe when the vehicle is not in operation.	Key audits are conducted automatically on a daily basis.
All keys held by the HEI security department are suitably identifiable.		
Keys are held in a secure central location and are coded. The coding does not directly indicate the building to which they belong.	Audits are conducted weekly to check key status and location.	
A register of keys is held that is current and securely held.	Where appropriate, key assignment instructions are generated to identify alarm codes, locations, instructions etc. Assignment instructions are not kept with the keys and are appropriately coded.	
Key movements are recorded. In particular, the person booking out the key is recorded.	Key seals are used to increase traceability of keys.	

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.

6.1.6	The HEI has established effective procedures for CCTV management and operation.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The objectives of the CCTV scheme(s) are clearly identified, understood and documented. Policies and procedures relating to the release of images and information to the statutory prosecuting bodies and the general public have been established. The HEI has established and communicated a documented complaints procedure for the CCTV scheme. The CCTV scheme captures, processes, analyses and stores images and data at a quality which is suitable for its defined purpose. The data or images are not held for longer than necessary in accordance with the scheme's objectives. Measures are in place to ensure those being	Policy and scheme reviews are conducted annually. Records of the review are available. A scheme organisation chart has been established. Responsibilities for the scheme are understood. Documented policies and procedures have been established for protecting unauthorised access to images and data. Authorisation levels have been established within the policies and procedures. The CCTV scheme undergoes an annual evaluation audit by a third party. The HEI conducts an annual report on the effectiveness of the scheme and statistical information relating to the scheme.	The HEI holds a third party UKAS accredited certification for BS7958 or Surveillance Camera Code of Practice. The HEI has a mirrored CCTV system with another HEI as a contingency arrangement.

monitored are aware that such activity is taking place. CCTV signage complies with the requirements of relevant legislation.		

6. Operational Security

6.1	**The HEI can demonstrate that it has identified and understood its key security delivery processes.**		
6.1.7	The HEI has established procedures for the effective issue, use and maintenance of equipment for security personnel.		

	+2	**+3**
REQUIRED LEVEL	◤ All aspects of previous levels, plus:	◤ All aspects of previous levels, plus:
The HEI has determined the equipment (e.g. uniform, transport) required for security personnel. The uniform and equipment is fit for purpose. Equipment is checked and/or tested before use and at regular prescribed intervals. Equipment issue is recorded and authorised. Where appropriate, serial numbers are documented. Equipment is maintained in accordance with the manufacturer's instructions.	An equipment register exists that identifies maintenance requirements and schedules for security equipment.	The HEI trials new products and equipment to improve safety, efficiency and reliability of the security operation. A security equipment replacement programme is in place and implemented.

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.
6.1.8	The HEI has established effective procedures for cash and valuables management.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
Separate effective risk assessments are conducted for the transportation of cash and valuables.	The HEI conducts 10 year screening for staff working with or transporting cash and valuables.	The HEI holds a third party UKAS accredited certification for BS7872.
Cash and valuables procedures have been documented and communicated.	Maximum values of cash and valuables are clearly documented, approved and agreed with the HEI insurers.	
Staff with cash and valuables services need a constant link to the security control room in order to procure assistance/advice whilst they are carrying out their duties, and to provide them with support. The HEI has established a procedure for this.	The HEI has contingency arrangements in place with an appropriate, industry approved CVIT provider.	
Vehicles carrying out cash and valuables services are equipped with a suitable communication system.		
Cash and valuables handling and transfer will be conducted in a secured area.		

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.
6.1.9	The HEI has established effective procedures for car and bicycle parking, and vehicle control and protection.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has identified secure areas for the parking and holding of cars and bicycles.	Additional security measures are in place such as barriers, CCTV and/or access control systems.	Car and bicycle parking access is incorporated into the general access control systems for the HEI.
The 'secure areas' are regularly monitored in accordance with the risk assessment and assignment instruction.	Patrols of the secure areas are conducted.	
Drivers and cyclists are made aware of the secure areas and regularly updated of any issues.	The HEI make additional security products available to protect cars and bicycles.	

6. Operational Security

6.1	The HEI can demonstrate that it has identified and understood its key security delivery processes.

6.1.10	The HEI has established effective procedures for managing lost and found property.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	Asset tracking systems are used to monitor property and to track lost property.
The HEI has a nominated department/area for managing lost and found property.	Documented procedures and/or guidance is provided to staff and students on lost and found property. The procedures and/or guidance are effectively communicated to all interested third parties.	Lost and found property statistics are generated, including value and return to owner rate.
A booking in and out system exists that records movements of property.		Procedures are reviewed for effectiveness and actions implemented to address any shortfalls in the procedure.
Lost or found property is clearly identified through its description, type, age and condition. The area in which it was found is also recorded and the person who found the property is recorded.	An electronic system is used to manage lost and found property. Images are retained of lost and found property to settle any potential disputes.	
Proof of identification, along with acceptable proof of ownership is required in order to retrieve lost property.	Lost property is advertised through appropriate channels.	
Records will be retained for 12 months or longer, as required in the case of a dispute.	All claims to property are logged, whether successful or unsuccessful.	

6. Operational Security

6.1 The HEI can demonstrate that it has identified and understood its key security delivery processes.

6.1.11 The HEI has established effective procedures for event management, including congregations, examinations, awards, speakers, mass gatherings and special occasions.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI has considered all the risks involved for event management, including congregations, examinations, awards, speakers, mass gatherings and special occasions.	Historical information and intelligence is used to assist in conducting the site survey.	The HEI holds third party accreditation in event management or related disciplines.
A risk assessment is conducted for each new event.	A contingency plan for the event has been established which is based on the size, complexity and risk of the event.	Adherence to BS8406 and/or Counter Terrorism Protective Security Advice for Higher and Further Education is observed.
A survey of the site, to determine the specifics of the event, is conducted prior to the event taking place.	Where additional staff are required for an event, they should be appropriately screened and briefed.	The HEI acts as a mentor to other HEIs for event management.
Based on the site survey and risk assessment, an operational plan and method statement has been prepared and communicated to all interested parties, including the relevant agencies and emergency services.		

Appropriate operational instructions and/or briefing documents have been created to communicate specific requirements of the event.

Control and command centre, and communications equipment, are made available for the event. | | |

6. Operational Security

		+3
6.1	**The HEI can demonstrate that it has identified and understood its key security delivery processes.**	
6.1.12	The HEI has established procedures for the safety and security of relevant contractors to the HEI.	

REQUIRED LEVEL	+2	+3
		All aspects of previous levels, plus:
	All aspects of previous levels, plus:	Audio-visual induction is used, where appropriate.
Signing in locations for relevant contractors are suitably identified or communicated. All relevant contractors are pre-authorised to visit the HEI.	Electronic booking in and out systems are used to record the visitor's entry and exit, including a photograph of the visitor.	Entry recognition systems are used by the HEI.
All relevant contractors to the HEI are signed in by their host. Date, name, host, reason for visit, and time in and out should be recorded as a minimum.	General induction is carried out, including health and safety rules, evacuation and emergency procedures, access limitations and other requirements deemed relevant to the HEI.	
Relevant contractors are given a basic induction to the HEI (see 1.3.2 above). Contractors that regularly visitor the HEI only undertake the induction once, unless changes have occurred that might affect their safety. A record is held, identifying when induction took place.	Documented induction information is handed to the visitor on entry.	
An identification badge confirming contractor details is administered, to be worn at all times.	Where appropriate and authorised, temporary access passes are made available to visitors.	

Identification badges must be handed in when leaving and signing out. Signing out is witnessed by the host.		

6. Operational Security

		+3
6.2	**The HEI has an effective control centre for managing security operations.**	
6.2.1	The HEI has established an effective and proportionate control centre for the management of security operations.	

REQUIRED LEVEL	+2	+3
The HEI's control centre is designed to allow the following functions, whether in combination or alone, to be performed: ▸ Provision or procurement of assistance, information or advice for security officers (on static sites and mobile patrols) and supervisors, in routine and emergency situations ▸ Effective monitoring of security officers (on static sites and mobile patrols) and supervisors, by strict observance of documented, established telephone, radio or other communication procedures ▸ Recording of all appropriate routine and emergency matters, to enable	⬑ **All aspects of previous levels, plus:** Single-staffed control rooms should be fitted with a remote-signalling fail-safe emergency alarm system, which should warn whether the controller is disabled for more than 60 minutes. This system should activate an alarm at another remote 24-hour control room or an alarm-receiving centre constructed and equipped in accordance with recognised standards. A control room manual should be produced for the guidance of controllers. The manual should clearly indicate the operational instructions and stages at which an incident should be reported by the controller to more senior personnel. A copy of the control room manual should be readily available within the control room at all times.	⬑ **All aspects of previous levels, plus:** Tracking software is used for monitoring staff movements. The HEI has achieved a recognised accreditation for its control centre, such as BS7499, BS5979 or BS50518.

management to deal quickly and efficiently with contractual responsibilities

- Recording the movement of keys held in the control room.

Control rooms should be restricted areas open only to authorised personnel.

The control room manual should outline the actions to be taken on receipt of incident reports, and methods of recording incidents.

7. People

7.1	The HEI can demonstrate that it recruits safety and security staff through clear and industry-relevant policies and procedures.

7.1.1	The HEI has a defined and implemented recruitment policy for staff engaged in safety and security.

		+3
	+2	↙ **All aspects of previous levels, plus:**
REQUIRED LEVEL	↙ **All aspects of previous levels, plus:**	The HEI holds third party certification from a recognised UKAS certification body for BS7858.
Recruitment requirements for each safety and security role (e.g. experience, skills and qualifications) within the HEI have been defined.	The HEI works to BS 7858 or appropriate industry sector equivalent in relation to its recruitment activities.	Additional background checks with written responses covering ten years of employment history are completed within 16 weeks of commencement of employment for safety and security staff.
Private Security Industry Act 2001 licensing requirements are adhered to, including the checking of licences.	A drugs and alcohol policy exists which outlines the aims and purpose of the policy, explains who is covered by the policy, and clearly sets out the HEI's rules in relation to drug and alcohol use for safety and security staff.	Re-vetting of safety and security staff is conducted, where applicable, prior to:
Staff engaged in safety and security must have the legal right to work in the UK.	The HEI conducts competency testing as part of its recruitment process.	▸ Promotion ▸ Transfer to high-risk activity
The recruitment policy meets all employment law requirements, and defines and conducts screening of staff.		Competency testing is conducted on a regular basis, in particular for changes in legislation, changes to threats or threat levels, changes to technology or particular changes in role.

7. People

		+3
	+2	↙ **All aspects of previous levels, plus:**
REQUIRED LEVEL	↙ **All aspects of previous levels, plus:**	Terms and Conditions of employment are issued to all safety and security staff before or as employment starts.

7.1 The HEI can demonstrate that it recruits safety and security staff through clear and industry-relevant policies and procedures.

7.1.2 The HEI has defined, implemented and communicated conditions of employment for staff engaged in safety and security.

	+2	**+3**
REQUIRED LEVEL	↙ **All aspects of previous levels, plus:**	↙ **All aspects of previous levels, plus:**
Terms and conditions of employment have been defined for each safety and security role, and meet the minimum legal requirements. Contracts are revised when changes to engagement conditions are made. Changes to terms and conditions are discussed with staff prior to implementation.	Terms and Conditions of employment are issued to all safety and security staff within four weeks of employment starting. Terms and Conditions of employment also include: ▸ Details of any probationary period ▸ Details of any provisional period subject to screening, if applicable ▸ Requirements to adhere to policies and procedures ▸ Details of any equipment supplied Safety and security staff are given guidance on their terms and conditions.	Terms and Conditions of employment are issued to all safety and security staff before or as employment starts. Terms and Conditions of employment go beyond the minimum statutory requirements.

7. People

7.2	The HEI ensures a high level of training and development for all staff engaged in a safety and security role.
7.2.1	The HEI has a defined and implemented training and development policy for staff engaged in safety and security.

REQUIRED LEVEL	+2	+3
There is a training and development policy with supporting procedures that covers security training as well as training required for an SIA licence, where applicable.	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
	The training and development policy and procedures are regularly reviewed for relevance and completeness.	The HEI has its own training academy that provides training in the fields of safety and security.
Safety and security staff are trained according to their role in the HEI and not their job title.	Managers and supervisors are supportive of releasing safety and security staff for the required training.	The HEI provide specialised training in the fields of safety and security.
There are procedures in place to monitor extent of implementation and staff awareness.	All internal and external trainers are suitably qualified in their fields of security.	Refresher training is conducted periodically in response to changes in legislation, standards, best practice, knowledge and information.
Safety and security staff training records are held by the HEI and are regularly reviewed with the employee.	The HEI has a specific budget for safety and security staff training.	Students and other stakeholders are consulted on the content of safety and security staff training.
	Specialist training requirements are researched, made available, undertaken and reviewed for effectiveness.	The HEI holds a third party accreditation for its training facility.
	The HEI has a leadership development programme or equivalent, to bring talent through the ranks.	

7. People

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	Induction training is started on day one of joining the HEI.

7.2   The HEI ensures a high level of training and development for all staff engaged in a safety and security role.

7.2.2   The HEI carries out effective induction training for staff engaged in safety and security.

REQUIRED LEVEL	**+2**	**+3**
An induction pack is given to all staff engaged in safety and security on the day employment commences. The induction pack covers the HEI's guidelines on: ▷ Disciplinary procedures ▷ Grievance procedures ▷ Incident reporting ▷ Uniform ▷ Personal appearance ▷ Health and safety ▷ Equality and diversity ▷ General conduct expected ▷ Drugs and alcohol policy where applicable ▷ Confidentiality	↙ All aspects of previous levels, plus: Additional information/training covers: ▷ The history of the HEI ▷ Feedback mechanisms for the employee ▷ Introduction to other areas, library and sports, etc. ▷ Benefits and discounts available. Induction training is started within two days of joining the HEI and is conducted face-to-face. All levels of staff engaged in safety security are made aware of the opportunity to pursue relevant, recognised qualifications (e.g. NVQ, Management, etc.). Understanding of induction material is checked.	↙ All aspects of previous levels, plus: Induction training is started on day one of joining the HEI. A detailed face-to-face induction training programme for safety and security staff is planned and implemented with different trainers. The use of online training is used to deliver particular awareness. Senior management are personally involved in the induction process.

- Code of conduct
- Management structure
- Requirements of the Data Protection Act 1998
- Key company contacts
- The right to union representation.

Induction is started within one week of joining the HEI and is conducted face-to-face.

A record of induction is retained.

7. People

7.2	The HEI ensures a high level of training and development for all staff engaged in a safety and security role.
7.2.3	The HEI conducts an appropriate level of performance monitoring and development for all staff engaged in safety and security.

REQUIRED LEVEL	+2	+3
Staff engaged in safety and security are visited by their line management once per month to discuss issues, gather feedback and identify any areas for concern, including any immediate training requirements.

All staff engaged in safety and security have an annual formal discussion with a supervisor or manager about their performance, concerns and aspirations.

The discussion is based on the views of their immediate supervisor or manager, and these views are supported by appropriate evidence.

The discussion is two-way and is based on more than a simple tick-list.

Training and development needs are agreed and implemented at the formal discussion. | ↙ All aspects of previous levels, plus:

The discussions contain positive feedback and are based on input from "interested parties" (e.g. police, academic staff, students) and colleagues.

Training and development needs are recorded and implemented.

All staff engaged in safety and security are encouraged to attain recognised formal qualifications in their chosen relevant disciplines based on national occupational standards.

Safety and security staff are aware of the opportunities available to them for training and development. | ↙ All aspects of previous levels, plus:

Interim discussions are held at least every six months with an immediate supervisor or manager.

All performance discussion is two-way and documented. Actions raised have been implemented or justified.

Staff self-learning and development outside of their chosen relevant disciplines are also encouraged. Assistance with learning activities is offered.

The HEI provides paid time off for all job-related training.

The HEI funds the membership of relevant professional bodies and professional certification fees. |

7. People

7.3	The HEI can demonstrate that it manages its human resources through clear policies and procedures.
7.3.1	The HEI has clearly defined job roles and responsibilities for staff engaged in safety and security.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	A detailed organisation diagram, identifying particular roles for security and wellbeing is available.
Roles and responsibilities have been defined for all staff engaged in safety and security. These roles and responsibilities have been communicated to and are understood by all relevant staff engaged in safety and security.	Roles and responsibilities are reviewed regularly to ensure and maintain relevance to the HEI. There are procedures in place to monitor on-going awareness of roles and responsibilities.	

7. People

7.3	The HEI can demonstrate that it manages its human resources through clear policies and procedures.

7.3.2	The HEI has an established code of conduct and expectation for staff engaged in safety and security.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	Safety and security staff take an effective role in promoting a set of values or codes of conduct with other HEIs.
The HEI has developed a set of values or a code of conduct for safety and security staff that are underpinned by the following: ▸ Confidential reporting of issues, non-compliance with procedures, service delivery failures and legislation, regulation and policy infringements ▸ Intolerance of bullying and harassment of staff engaged in safety and security activity ▸ Respectful treatment of fellow staff engaged in safety and security activity ▸ Ethical dealings with "interested parties," including students. The set of values / code of conduct are known by all safety and security staff and are implemented throughout the HEI.	Safety and security leaders act as role models for the values / code of conduct. The set of values / code of conduct is documented and discussed with staff at the induction. Safety and security staff sign to confirm that they understand the code of conduct and expectation.	

Procedures are in place to take action against individuals who do not work within the set of values / code of conduct.		

7. People

7.3	The HEI can demonstrate that it manages its human resources through clear policies and procedures.

7.3.3	The HEI has in place a health and safety policy that is available and communicated to all staff engaged in safety and security.

		+3
	+2	⬏ All aspects of previous levels, plus:
REQUIRED LEVEL	⬏ All aspects of previous levels, plus:	Additional health and safety awareness courses are regularly undertaken by all staff engaged in safety and security.
There is a health and safety policy in place for staff engaged in safety and security.	Lessons learned from the review of incidents lead to changes in practice.	The HEI acts as a mentor to other HEIs for health and safety.
The policy meets minimum legal requirements.	All safety and security staff are given health and safety training on a regular basis to reinforce the message.	The HEI is a member of an appropriate recognised scheme, or has achieved a recognised third party accreditation.
It is displayed at all locations where the HEI safety and security staff are based.	Specific and refresher training is given to safety and security staff when changing roles.	
All staff engaged in safety and security are given health and safety training as part of their induction when joining the HEI (see 7.2.2 above).	There are procedures for dealing with workplace violence/violent incidents.	
Procedures are in place to confirm the safety of staff engaged in safety and security whilst working at a particular site.	There is a health and safety policy in place that goes beyond minimum legal requirements. It is fully implemented with supporting procedures.	
	Performance reporting goes beyond minimum legal requirements.	

		Performance of all health and safety measures is regularly and frequently monitored and reviewed.	

7. People

		+3
	+2	☑ **All aspects of previous levels, plus:**
REQUIRED LEVEL	☑ **All aspects of previous levels, plus:**	Identification is verified by electronic means. Facial recognition systems are used to verify identity.

7.4   The HEI makes adequate and appropriate resources available for staff engaged in safety and security.

7.4.1   The HEI provides appropriate and relevant identification, uniform and PPE, that is fit for purpose.

REQUIRED LEVEL	**+2** ☑ **All aspects of previous levels, plus:**	**+3** ☑ **All aspects of previous levels, plus:**
Staff engaged in safety and security are provided with appropriate and relevant identification, uniform, and PPE. Safety and security staff wear appropriate and relevant identification at all times. Identification includes: a photograph, name of employee, and a telephone number to the control room for verification. The SIA licence is not considered as identification on its own. Identification, uniform and PPE issued is recorded, including a date and signature for when it was issued. Identification, uniform and PPE are checked at appropriate intervals for condition, shelf life and continuing suitability.	Identification cards are replaced every three years. A replacement policy for uniform and PPE is in place and fully implemented. The HEI considers the seasons when developing the uniform requirement. Seasonal uniform is provided.	Identification is verified by electronic means. Facial recognition systems are used to verify identity. The HEI gathers feedback from staff regarding uniform and PPE, and uses the feedback to help determine future requirements.

Redundant identification, uniform and PPE are either recycled or destroyed to prevent inadvertent use – a record is retained.		

8. Supply Chain Management

8.1 The HEI can demonstrate how it manages the procurement of goods and services from its suppliers and service partners, and monitors its ongoing performance.

8.1.1 The HEI has established effective procedures for purchasing goods and services for safety, security and asset protection.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	The ethical purchasing policy for safety, security and asset protection services/products is fully implemented, effective and suppliers are audited against it.
There are guidelines as to who in the HEI can make or authorise purchases for safety, security and asset protection. Appropriate approval levels have been defined and are understood by relevant staff.	An ethical purchasing policy for safety, security and asset protection services/products exists, identifying the organisation's clear intention to address environmental, social and ethical issues.	
Purchases of goods and services items for safety, security and asset protection are only made from preferred suppliers.	Preferred safety, security and asset protection suppliers are selected after considering their approach and policies relating to, for example:	
Preferred safety, security and asset protection suppliers have been selected based on a demonstrated ability to meet all quality, regulatory, cost and service requirements, including any third party approval qualifications.	▷ Child labour, forced labour, health & safety, discrimination, freedom of association, fair pay for employees, anti-corruption, modern slavery, environmental impact and working hours	
There are purchasing procedures in place that	▷ Employee feedback on performance is considered before making purchases.	

contain clearly defined specifications and requirements for all purchases that impact the quality of service delivery. These are appropriate for the size/type of purchase being made. A list of preferred safety, security and asset protection suppliers is actively maintained and updated on a regular basis, based upon a review of supplier performance.		

8. Supply Chain Management

		8.1	The HEI can demonstrate how it manages the procurement of goods and services from its suppliers and service partners, and monitors its ongoing performance.

8.1.2 The HEI works closely with their external suppliers of safety and security services, and encourages them to improve performance.

	+2	**+3**
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
Key performance requirements, including specifications, service quality, regulatory and contractual requirements, maintenance schedules, and delivery and completion requirements are determined and agreed with suppliers of safety and security services/products.	Regular meetings are conducted with key safety, security and asset protection suppliers to review key performance indicators against targets.	The HEI works with safety, security and asset protection suppliers to improve performance.
Discussions take place to review safety, security and asset protection supplier performance against the agreed requirements.	Where performance is below standard, actions for improvement — including timescales — are agreed.	Actions arising from review meetings are documented with defined actions and timescales for resolution.
Safety, security and asset protection suppliers are paid within the contractually agreed timescales.		Where performance is below standard, actions for improvement — including timescales — are agreed.

8. Supply Chain Management

8.1	The HEI can demonstrate how it manages the procurement of goods and services from its suppliers and service partners, and monitors its ongoing performance.
8.1.3	The HEI effectively engages and communicates with its external suppliers and service providers of safety and security services.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
The HEI engages with its suppliers and service providers at the point of agreeing product provision or service delivery. Communication is in the form of email or telephone discussion and relates to a particular product or project.	The HEI holds monthly or quarterly meetings with its suppliers and service providers to discuss the performance of current products or services. The HEI consults with its suppliers and service providers when considering the purchase of new safety and security products and services.	The HEI holds monthly or quarterly meetings with its suppliers and service providers to discuss new product and service innovations and opportunities. The HEI communicates with its suppliers and service providers to effect improvements. Examples of improvements are available.

8. Supply Chain Management

8.1	The HEI can demonstrate how it manages the procurement of goods and services from its suppliers and service partners, and monitors its ongoing performance.
8.1.4	The HEI has established an effective selection and monitoring process for manned security providers.

	+2	+3
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:
Manned security providers are required to hold a valid SIA licence.	All subcontractor organisations used to deliver a security service are SIA approved contractors.	Performance measures are used to monitor the performance of all manned security providers.
There are implemented procedures for the selection of manned security subcontractors to ensure appropriate vetting and screening procedures.	All manned security providers are paid on an invoice only basis and within contractually agreed time frames.	
All manned security providers sign a confidentiality agreement.	Where appropriate, a process exists for the audit of the performance of manned security providers.	
All manned security providers are given contract terms and conditions of engagement, and the provision of equipment is agreed and documented in the contract.	Audits of manned security providers include on-site visits.	
All manned security providers undertake assignment training for the contracts on which they are deployed.	Manned security provider records are held by the HEI, which include but are not limited to: contracts and confidentiality agreements; key performance meeting minutes; results; ACS reports; audit records; screening and training records; and general correspondence.	

9. Results and Improvement

9.1	The HEI can demonstrate that it measures and improves performance against key objectives.

9.1.1	The HEI monitors and measures its performance against its key security plans and objectives.

		+3
	+2	**🡵 All aspects of previous levels, plus:**
REQUIRED LEVEL	**🡵 All aspects of previous levels, plus:**	The HEI benchmarks its performance in relation to its objectives for safety, security and asset management against other HEIs.
The HEI monitors and measures performance against plans and objectives for safety, security and asset protection.	Objectives cover all aspects of the security service, including financial, operational and strategic security.	The HEI conducts comparisons with other sectors and against national statistics.
The HEI monitors and measures its objectives in relation to key aspects of its safety and security service.	The HEI has created a monthly scorecard of results of safety and security performance, and uses this for input into relevant senior management meetings.	The HEI shares its results against objectives with other HEIs and the PSWP.
Statistical analysis of results is used as a tool for improvement. There are some examples of improvement.	All measures in relation to objectives for safety, security and asset management have targets that are either met or the shortfall in performance is known, understood and being addressed. Improved performance has taken place in all areas targeted for improvement.	The HEI can demonstrate examples of improvement in this area. Performance in this area compares favourably with other institutions.

9. Results and Improvement

9.2	The HEI can demonstrate that it measures and improves performance against local and national crime statistics.
9.2.1	The HEI measures and analyses its incident and crime statistics, on and off campus.

		+3
	+2	☑ **All aspects of previous levels, plus:**
REQUIRED LEVEL	☑ **All aspects of previous levels, plus:**	Crime and wellbeing statistics are recorded and reported in line with *ProtectED* guidelines.
THE HEI actively encourages the reporting of incidents.	Analysis of crime statistics plays a fundamental role in the HEI's security risk assessment.	The HEI benchmarks itself against other HEIs for crime and wellbeing issues on and off campus.
The HEI has categorised incidents (e.g. crime and wellbeing-related issues) and records all incidents both on and off campus.	Statistical analysis of incidents is used as a tool for improvement. There are some examples of improvement.	The HEI conducts comparisons with other sectors and against national statistics.
	Crime and incidents are monitored, measured and reported.	The HEI shares its crime and wellbeing statistics with other HEIs and the PSWP.
	An incident scorecard is used to report crime and wellbeing statistics on a monthly basis for input into relevant senior management meetings.	The HEI can demonstrate examples of improvement in this area.
	All measures in relation to incident and crime statistics have targets that are either met or the shortfall in performance is known and understood. The HEI undertakes corrective and preventive action where appropriate.	Performance in this area compares favourably with other institutions.

	Improved performance has taken place in all areas targeted for improvement.	

9. Results and Improvement

9.3	The HEI can demonstrate that it measures and improves performance against stakeholder opinion.

9.3.1	The HEI measures the perception of its security services through canvassing opinion from stakeholders.

		+3
	+2	✔ All aspects of previous levels, plus:
REQUIRED LEVEL	✔ All aspects of previous levels, plus:	The HEI benchmarks itself against other HEIs for stakeholder opinion.
Opinions about the HEI's security services are regularly obtained from stakeholders.	Perception criteria is established and standardised for stakeholders. The criteria defined reflects the relevance of the stakeholder.	The HEI conducts comparisons with other sectors and against national statistics.
Analysis of stakeholders' feedback is used as a tool for improvement. There are some examples of improvement.	All measures for canvassing opinion from stakeholders have targets which are either met or the shortfall in performance is known and understood. The HEI undertakes corrective and preventive action where appropriate.	Performance in this area compares favourably with other HEIs.
	Annual reports are generated to feedback on the opinions of stakeholders for input into relevant senior management meetings and management review.	The HEI shares stakeholders' opinions with other HEIs and the PSWP.
	Improved performance has taken place in all areas targeted for improvement.	The HEI can demonstrate examples of improvement in this area.

9. Results and Improvement

9.4	The HEI can demonstrate that it measures and improves performance against impact in the local community.

9.4.1	The HEI measures its positive and negative impact on the local community.

		+3
	+2	☑ All aspects of previous levels, plus:
REQUIRED LEVEL	☑ All aspects of previous levels, plus:	The HEI benchmarks itself against other HEIs for positive and negative impact on the local community.
The HEI monitors and measures both positive and negative feedback from the local community.	The HEI maintains a good relationship with the local community and within PSWP members.	The HEI conducts comparisons with other sectors and against national statistics.
The HEI can demonstrate some example of positive feedback from the local community.	The HEI encourages and acts upon feedback from the local community.	Performance in this area compares favourably with other HEIs.
Analysis of feedback is used as a tool for improvement. There are some examples of improvement.	The HEI actively seeks feedback from the police, local authority and other relevant authorities within the local community.	The HEI shares results in this area with other HEIs and the PSWP.
		The HEI can demonstrate examples of improvement in this area.

9. Results and Improvement

9.5	The HEI can demonstrate that it measures and improves performance against employee and operational indicators.

9.5.1	The HEI monitors and measures its performance against its employee and operational indicators.

		+3
	+2	◤ All aspects of previous levels, plus:
REQUIRED LEVEL	◤ All aspects of previous levels, plus:	The HEI benchmarks its performance in this area against other HEIs.
The HEI monitors and measures its performance against its employee and operational procedures.	All aspects of employee and operational activity are monitored and measured.	The HEI conducts comparisons with other sectors and against national statistics.
Analysis of results is used as a tool for improvement. There are some examples of improvement.	The HEI has created a monthly scorecard of results for input into relevant senior management meetings.	The HEI shares its employee and operational performance results with other HEIs and the Safety and Wellbeing Partnerships.
	All measures in relation to employee and operational indicators have targets that are either met or the shortfall in performance is known, understood and being addressed.	The HEI can demonstrate examples of improvement in this area.
	Improved performance has taken place in all areas targeted for improvement.	Performance in this area compares favourably with other institutions.

9. Results and Improvement

9.6	The HEI can demonstrate that it measures and improves performance against key supply chain indicators.
9.6.1	The HEI measures the performance of its safety, security and asset protection supply chain partners.

REQUIRED LEVEL	+2	+3
		↙ All aspects of previous levels, plus:
	↙ All aspects of previous levels, plus:	The HEI conducts comparisons with other institutions (e.g. HEIs, colleges).
Performance of safety, security and asset protection supply chain partners are reviewed on a contract by contract basis.	Performance against service level agreements and key supplier performance indicators is regularly reviewed.	Performance in this area compares favourably with other institutions.
Measures cover all key aspects of the service provided to the HEI.	All measures for supply chain performance have targets. Measures cover all key aspects of the services provided by suppliers. The results show positive trends and/or sustained good performance for the period of time the measure has been in place.	The HEI shares its employee and operational performance results with other HEIs and the PSWP.
Reasons for shortfalls in performance are understood.		The HEI can demonstrate examples of improvement as a result of supplier engagement.
Analysis of results is used as a tool for improvement. There are some examples of improvement.	Improved performance has taken place in the areas targeted for improvement. Reasons for shortfalls in performance are understood.	

9. Results and Improvement

		+3
	+2	
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	↙ All aspects of previous levels, plus:

9.7 The HEI has established effective internal monitoring and review processes to drive improvement.

9.7.1 The HEI conducts internal audits of their security processes.

REQUIRED LEVEL	**+2** ↙ All aspects of previous levels, plus:	**+3** ↙ All aspects of previous levels, plus:
The HEI has established an internal plan for conducting internal audits. The plan is current and identifies the scope of the audit to be undertaken.	The HEI has established a statistical approach to internal auditing, using risk to determine frequency and sample sizing.	The HEI use another HEI or the PSWP to conduct internal audits on their security processes.
Internal audits are conducted annually across all areas of security.	Internal Auditors have undertaken a formal internal auditing course and achieved a recognised qualification.	The HEI shares its internal audit performance results with other HEIs and the PSWP.
Internal Auditors should be selected based on their competency, objectivity and impartiality.	The HEI undertakes internal audits against other recognised standards and good practice relevant to its activity.	The HEI can demonstrate examples of improvement as a result of their internal audit process.
Audit reports are produced, which identify the summary of findings, any non-conformance, any root cause analysis, the corrections and corrective actions applied, and an overview of the evidence reviewed during the internal audit.	Internal audits are reported at a senior management level.	
Results from internal audits are used as a tool for improvement. There are some examples of improvement.	Improved performance has taken place in the areas targeted for improvement. Reasons for shortfalls in performance are understood.	

9. Results and Improvement

9.7	The HEI has established effective internal monitoring and review processes to drive improvement.
9.7.2	The HEI conducts planned and unplanned inspections of security operations.

		+3
	+2	⬐ All aspects of previous levels, plus:
REQUIRED LEVEL	⬐ All aspects of previous levels, plus:	The HEI use another HEI or the PSWP to conduct planned and un-planned inspections on their security processes.
The HEI supervisory management conducts ad-hoc planned and un-planned inspections of the security operation.	The HEI conduct penetration tests on their sites to validate their existing security arrangements.	The HEI shares its inspection performance results with other HEIs and the PSWP.
Inspections are documented and findings clearly identified. Corrections and corrective action is applied, when necessary.	The HEI use external security specialists to conduct the penetration tests.	The HEI can demonstrate examples of improvement as a result of their planned and un-planned inspections.
Analysis of results from inspections is used as a tool for improvement. There are some examples of improvement.		

9. Results and Improvement

9.7	The HEI has established effective internal monitoring and review processes to drive improvement.

9.7.3	The HEI conducts senior level reviews of the HEI's security strategy.

		+3
	+2	↙ All aspects of previous levels, plus:
REQUIRED LEVEL	↙ All aspects of previous levels, plus:	Senior level reviews include representation from other interested parties and from the PSWP.
The HEI reviews its security processes and services at a senior management level on a annual basis.	Senior level reviews include representation from operational staff.	Case studies are shared with other HEIs and the PSWP.
Senior level reviews are held to confirm the continuing suitability, adequacy, effectiveness and alignment of the security services with the strategic direction of the HEI.	Inputs to the review, including results of performance, are circulated to attendees prior to the review, for comment.	
Senior level reviews include:	Outputs from the review include case studies of good practice in security.	
▸ The status of actions from previous reviews	Reviews are conducted more frequently than on an annual basis.	
▸ Changes in internal and external issues that might affect the HEI's approach to safety and security		
▸ Review of security policy and objectives		
▸ Performance results as identified in all indicators in Section 9 of the *ProtectED* Core Institutional Safety and Security		

▸ The effectiveness of security processes ▸ Resources and training. Outputs from the review include opportunities for improvement, changes to the approach to security and wellbeing, resource needs, and other actions and deadlines. Management review findings are documented.		

Protect ED®
Code of Practice

Core Institutional Safety & Security

The *ProtectED* Code of Practice is the first code of practice and accreditation scheme designed to support higher education institutions in ensuring student safety, security and wellbeing.

ProtectED recognises that universities have a wider role to play in supporting their students — not only while they are on campus, but throughout their student experience.

The *ProtectED* Code of Practice currently comprises five parts — 'Core Institutional Safety & Security' and four issue-focused instruments. This extensible structure enables *ProtectED* to holistically address safety, security and wellbeing across the wider student experience.

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