

# **The Changing Role of Security and the Implications for Practice: the Findings from a Study of the Security Sector**

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# The Security Research Initiative

- The aim is to conduct research into security issues. It is supported by:
- ASIS International (UK Chapter)
- British Security Industry Association
- The Security Institute  
(membership consists of clients and suppliers)



# Why clients outsource

- security companies are experts at security
- it is more cost effective
- security contractors offer flexibility
- it enables them to offset at least some of the liabilities of doing business



# Why clients retain services in-house

- security contractors are not sufficiently competent in their areas of need
- they do not have expertise in subcontracting work
- they like to keep control of security because it was deemed important



# Advantages of bundling

- it offers cost savings
- it entails less bureaucracy and provided a single point of contact making it easier to manage
- it provides for greater efficiencies in delivery and in some cases a better security service
- it facilitates innovation



# Advantages

- it offers efficiencies in terms of the opportunity to multi skill and motivate staff, and raise standards
- it facilitates the integration of technologies
- it enables clients to benefit from an emerging expertise suppliers were developing



# Advantages

- it provides an opportunity for standardisation delivery at a higher level across sites/locales



# *Security and Operations Manager, event centre*

*(There are) economies of scale in teams helping out in other areas, multi – cross skilling, if done right, with the right training and skills (means you can) utilise labour better.*





*Senior Regional Facilities Manager,  
property management*

*Sometimes (we) bundle security with FM, security and cleaning ... That brings economies of scale ... in the management, one account manager managing both.*



# In favour of single service

- it enables best in class and does not risk diluting the importance of security as a specialism
- it maintains the importance of security to the organisation
- it is more cost effective when assessed against risks
- it is easier to manage than the complex interface between security and facilities management



# Single service

- it avoids poor risk management associated with bundling in putting all (or too many of) one's 'eggs in the same basket'
- clients and suppliers are not ready for bundling and it frequently fails
- single service has a longer tradition and a more proven track record of success



# Single service

- the benefits of bundling can be achieved by 'partnerships' and 'joint working arrangements' without diluting expertise



## *Senior Manager, facilities, medical systems company*

*We use different suppliers for guards,  
and the contractor who does systems is  
different contractor and different again  
for fire. We go with the experts, rather  
than find a one company fits all.*



## *MD, security company*

*There is a perception that bundled brings huge cost benefits, because it takes away the inefficiencies of multiple managers, sharing back office resources, economy of scale etc. This is a misconception because on larger contracts if customer works with you, you ... can save cost on single if provider works innovatively with customers.*



# Context of decisions

- $\top$  the lack of a consistent, structured, measurable or analytic approach to the decision (which at least in part reflects its complexity)
- a lack of common language to describe the options (although some suggestions are offered and we have coined a new term 'bundled security')



# Drivers of decisions

- the extent to which clients were clear about the reasons for their chosen model and had the ability to deliver it
- the existence, influence and flexibility of a policy determining how security and other FM services should be provided





# Drivers

- the presence, influence and role of security compared to procurement and facilities management

as a general rule facilities managers favoured bundling and security managers favoured single service with some notable exceptions



# Drivers

- the status and importance of security within the organisation
- the role of the security function (and the level of oversight over and amount of interaction with suppliers)
- the skill sets of clients (generally the more bundling involved the more complex and the more skills and experience were deemed necessary)



# Drivers

- the skill sets of suppliers
- the nature of the contract and the level of autonomy/direction given to suppliers
- perceptions: while some saw bundling as the future others saw it as having been tried and failed



# Types of provision

- *in-house*: security provided in-house
- *single service security*: just one type of contract security provided
- *bundled security*: different types of contract security provided
- single service security supplied with a limited number of FM services
- bundled security supplied with a limited number of FM services
- single service security supplied with all other relevant FM services
- bundled security supplied with all other relevant FM services
- single service security supplied with a limited number of FM services with integration between them
- bundled security provided with a limited number of FM services with integration between them
- single service security supplied with all FM services with integration between them
- bundled security provided with all FM services with integration between them



# Summary

- the jury is still out on the types of service provision that best benefit different types of organisations/sectors, and whether the popularity of bundling in some places is a sign of new and better ways of working or a cyclical change brought about because in current times cost is often a priority over risk



# Summary

- the views expressed are mostly not evidence based highlighting the need for more work, not least on the real and potential cost savings that can result from different approaches
- the work here is further evidence of the importance of developing a well articulated strategic approach to security



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