



mitie

SECURITY



PROTECTING CRITICAL SECURITY ENVIRONMENTS

INTELLIGENCE. TECHNOLOGY. PEOPLE.

The exceptional, every day.



ABOUT MITIE

Employing 77,500 people, our colleagues work across a diverse range of environments including central & local government, critical national infrastructure, data centres, healthcare, corporate & iconic buildings, financial services, pharmaceuticals, telecoms & media, and retail. We take care of our clients' people, assets and environments, by delivering the basics brilliantly and deploying advanced technology.

As part of this approach, we are pioneering the use of smart analytics and digital technology to provide valuable insight and deliver efficiencies to create outstanding work environments. Combined with our highly skilled frontline heroes, we help our customers to be exceptional, every day.





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INTRODUCTION

How do we define Critical Security Environments

“Critical Security Environments” encompasses our service delivery for key customers within the Government, Public Sector and Critical National Infrastructure environments. Working throughout central government, local government & councils, the NHS, and some of the UK’s most sensitive national infrastructure such as Sellafield, we aim to bridge the gap between the public and private sectors, creating a comprehensive security solution for our customers.

Mitie's sector leading capabilities across all areas of Facilities Management (FM) were significantly enhanced in 2020 with the acquisition of Interserve, creating the UK's largest and most trusted provider of services to Critical Security Environments (CSE).

Having delivered key services to the Government and a breadth of wider CSE customers for over 25 years, this partnership has proven even more crucial in recent years

due to the challenges posed by the global pandemic, as well as the increased social tensions resulting from the cost of living crisis.

Throughout this playbook we will explore specifically what constitutes a comprehensive security solution in these sectors, and Mitie's unique approach to Critical Security Environments through our three pillars of “Intelligence, Technology & People”.



CENTRAL GOVERNMENT



DELIVERING ASSURED SECURITY FOR CENTRAL GOVERNMENT:

Central government requires comprehensive solutions whilst maintaining exceptional value for money, to maximise the return on taxpayer contributions to critical services and institutions.

In these highly regulated environments, where health & safety compliance is a priority, it is especially important that security providers deliver a highly professional, fully auditable service, and one that seamlessly delivers no-nonsense protection for customers and colleagues alike.

Mitie's UK-wide delivery supports the Government to drive efficiencies, reduce costs and make a tangible impact on the quality of life for all. Mitie assists the Government in ensuring that their culture and risk appetite are aligned to industry standards and any regulatory requirements - for example, assigning dedicated Security Assurance Managers that design holistic security provisions that are a step change in service delivery and customer experience.

CASE STUDY



**HM Revenue
& Customs**



Providing peace of mind to HM Revenue and Customs (HMRC) through technology-led protection, threat intelligence and dynamic risk management.

The requirements

HM Revenue and Customs (HMRC) embarked on an ambitious journey to completely transform its estate through the Government Hubs Programme. A key part of the Government Estate Strategy, Government hubs aims to create a modern, flexible estate for the Civil Service, which seeks to replicate the best of the private sector.

Government hubs are designed to be shared spaces, encouraging smarter ways of working through leading mobile technology and workplace design, with a 'less is more' approach to space utilisation.

HMRC opted to procure security services for these spaces through the Crown Commercial Services RM6089 framework, giving access to a

pre-selected group of bidders, all able to provide security services to complex estates. At a supplier briefing held in early 2019, suppliers were invited to set out their ambitions to support HMRC in creating great places to work that were modern, digitally-enabled, and secure.

HMRC was looking for a 'step change in service delivery and customer experience' in the holistic national security service, including physical security through licensed security officers. The supplier needed to support a changing estate, with additional properties due to be onboarded throughout the contract, requiring the prospective supplier to be versatile and flexible while maintaining excellent standards.

The solution

Mitie developed a modern and fit-for-purpose security service designed to fulfil HMRC's vision for the hubs. The solution was aligned to HMRC's vision and cultural approach, with customer experience at its core. The solution is flexible, allowing us to react to both a changing estate and emerging risks collaboratively.

Mitie's end-to-end solution provides HMRC with best-in-class threat mitigation using a range of technology-led solutions and expert input from

intelligence analysts. The approach harnesses many of Mitie's enhanced security offerings, from dynamic threat assessment and unrivalled incident management, to horizon intelligence gathering.

The tender structure allowed Mitie to set out the details and benefits of our data and technology-led solution. Mitie set out how Government hubs would be protected both now and in the future, using bespoke threat intelligence and trend analysis driven by Mitie's industry-leading technology.

Intelligence

Mitie's Intelligence Hub provides industry-leading proactive intelligence services, including major incident communications; threat monitoring and assessment; and travel risk management. The Intelligence Hub has market-leading social media scanning software, global travel risk management feeds and a team of career intelligence professionals who are well-versed in the fast-paced world of analytical threat identification. Real-time intelligence is monitored, analysed, and disseminated 24/7 by the Intelligence Hub analysts and sent automatically to nominated HMRC stakeholders, who can then act based on the feedback.

Penetration testing and live exercises are vital to advancing the resilience of HMRC's Government hubs. Once the full mobilisation of the estate is complete, Mitie's programme of scenario testing will dovetail into the advanced officer training. Using penetration-type exercises, Mitie will test building resiliency and explore access point fragility. Depending on the outcome(s), resource will be allocated according to where it is needed most until a more permanent solution is taken.

Technology

Mitie's exclusive Merlin Protect 24/7 Protect software supports day-to-day operational management by recording security-related tasks and activity, providing an auditable trail of management information. As further regional centres are integrated within the portfolio, Merlin Protect 24/7 will populate a data lake of information, including incidents, mitigations, requirements, additional tasks, and fluctuating threat vectors. The software will then organically develop into a dynamic risk profiling asset, using algorithms to proactively identify emerging risks and suggest proportionate responses to mitigate them.

Mitie's remote security centre, is on hand 24/7 to support the team with remote monitoring and facilitating proportionate responses to emerging incidents.

People

All Security Officers must complete a physical competency assessment to meet HMRC's standards and be competent in using the innovative and market-leading technology provided by Mitie. As a commitment to supporting the Government's social value targets, a minimum 10% of any newly hired staff across the portfolio are ex-service personnel and a target of 10% of contracted staff enrolled on apprenticeship schemes.

The account also benefits from a dedicated Security Assurance Manager with exceptional public sector risk mitigation pedigree. The account is led by a dedicated Account Director and supported by a Solutions Director, both of whom have been involved from tender solution design through to service delivery. Together, the team deliver contract requirements and a host of value add, including supporting HMRC's green agenda and carbon reduction objectives.

The Results

Following a competitive framework call-off tender, Mitie was awarded the prestigious contract, becoming HMRC's chosen security partner for five years. Mitie's security solution was recognised as meeting the requirements that had been set, addressing the Government Estate Strategy, the Transforming Government Security (TGS) Programme, and HMRC's own 'Best Estates Function in Government' objectives.

MITIE'S NATIONAL DELIVERY MODEL IS SUPPORTED BY STRATEGIC GOVERNANCE, CHALLENGING SOCIAL VALUE AND SUSTAINABILITY OBJECTIVES, AND ACCOUNTABILITY FOR INNOVATION AND CONTINUOUS IMPROVEMENT.

CENTRAL GOVERNMENT

ACTIONABLE INTELLIGENCE

Assurance Managers have direct responsibility for ensuring that the outputs of physical, personnel and information security - based on threat and risk profiles - are upheld, improved, and delivered to exemplary standards.

Assurance functions use proactive intelligence gathering and analysis, best practice holistic security design and robust business continuity and impact reduction strategies to offer exceptional protection to customers.

It is important that assurance functions first ensure that the culture and risk appetite of an organisation align to industry standards and regulatory requirements; something especially crucial in highly regulated government environments.

Assurance Managers should quickly create an end-to-end programme of enhanced security offerings, from dynamic threat assessment and intuitive

incident management to intelligence analysis and dissemination, whilst taking into consideration the holistic approach to recognising layers of protection.

When supported by a specialist Intelligence Hub, Assurance Managers will be able to identify threats and vulnerabilities, providing detailed recommendations and implementing a 'defence in depth' approach. This will allow for more accurate insight into the operational efficiency of the security programme, rather than individual components, and therefore ensure that all observations and recommendations are bespoke, cost-effective and, in many cases of procedural changes, cost-neutral.

These mitigations, which have provided quantifiable improvements in protection for many of our central government customers, have retained customer experience at the core.



Mitie bags new security contract with **Home Office:**

Both manned guarding and mobile patrol services will be carried out by Mitie, the UK's leading provider of intelligence and technology-led security, at 27 sites across the UK - ranging from Dover to Belfast.

The manned guarding service will operate on an intelligence-led model, driven by Mitie's Intelligence Hub, based in Northampton. The real-time information generated by the Intelligence Hub will guide decisions made by Security Officers on the ground to mitigate risk across the Home Office's estate. As part of added vigilance at public facing buildings, Mitie's Security Officers will also search and scan all visitors, ensuring public and staff safety at all times.

All employees will benefit from pay which will match at least the Real Living Wage, as well as access to a range of Mitie rewards which include staff discounts. Employees will also benefit from apprenticeship opportunities and a new skills development scheme, which will focus on career progression and managerial and leadership training. As part of both company's commitment to support local charities, staff transferring over to Mitie under the contract will be encouraged to undertake a day's paid volunteering with charities chosen by the Home Office.

CENTRAL GOVERNMENT

INDUSTRY LEADING TECHNOLOGY

Technology is a vital component in a great security solution, especially in the government & public sectors, where its influence and impact is almost inescapable.

By implementing industry leading technology, government institutions can simplify management processes, generating unrivalled insights into their unique risk profile and enabling them to make highly informed decisions about their operational performance. Having business intelligence software that can manage mass data and deliver real-time updates is now an essential part of a holistic security toolkit, particularly in the government & public sectors where the breadth and complexity of challenges can be vast.

With so many pieces of technology throughout every business, understanding them all can become unwieldy, and utilising them effectively can be a challenge. However, integrating all systems into one central area for data enables teams to have a 'single pane of glass', managing the entire security solution from one base of information. By streamlining the process in this way, teams can become much more efficient, see the whole picture, and have a much simpler way of managing and analysing data.

Breaking data silos ensures more accurate conclusions can be drawn, as all the relevant information and input can be assessed collectively. In addition, this collective approach to data enables a more accurate and efficient audit process, as everything is logged in one system. In the government and public sectors this can prove to be a vital compliance tool, and makes the process much simpler. In the event of an incident, a 'single pane of glass' also ensures that all processes and procedures can be followed effectively and enables all decisions and actions to be logged for future audits and reviews.

Whether at a single site, or a complex government organisation with multiple feeds from multiple sources across multiple sites, a powerful business intelligence system, like Mitie's proprietary Merlin Protect 24/7 software, drives efficiency and is scalable to fit your specific requirements - providing a single home for all of your security data and empowering you to make effective, informed decisions.

Mitie's Merlin Protect 24/7 software's ability to provide a 'single pane of glass' for security data was vital in supporting the UK Government testing centre programme in response to the COVID-19 pandemic.

EXCEPTIONAL PEOPLE

Learning and development of personnel should be a top priority in central government institutions.

By continuing to invest in eLearning technology, leadership programmes and apprenticeship opportunities, government bodies can continue to ensure their teams are equipped with the skills to do their jobs in a safe and professional manner, whilst instilling a culture of continuous improvement amongst their people.

In addition, providing all core and relief staff with full site induction training is crucial, including (but not limited to) site orientation, fire response, CCTV equipment responsibilities, infection control training, mental health act/DOLS awareness training, Maybo training, SIA training, and Standard Operational Procedures applicable to the security provision.

In the rapidly changing world of government and public sector, it is vital that the training received reflects this constantly evolving service requirement. Therefore, all of our training is refreshed at regular intervals through Toolbox Talks, delivered by our Operations Manager and supported by our inhouse training team.

CASE STUDY



PROTECTING THE WORLD'S 8th LARGEST BANK



As the world's 8th largest bank holding priceless assets, the Bank of England required a corporate security provider to protect its high security environment and List X buildings, working in collaboration with the in-house security team.

SOLUTION: Mitie were awarded the contract based on 5 main factors:

				
Density of officer resource in London	Existing profile of financial and corporate clients	Market-leading technology	Exceptional customer service training	A risk management approach delivered through our Intelligence Hub and SME management team

During implementation, the local Operations Manager, supported by the dedicated Mobilisation Manager, worked with the Banks Security Lead to create a Security Workforce Plan that confirmed:

- The required contractual hours of security officer presence
- The 'core establishment', i.e. the number of officers recruited and trained for the site to deliver contractual hours, against actual numbers of officers eligible to transfer under TUPE
- Any pre-booked holidays from the existing workforce and planned cover for these shifts

OUTCOME:

Because of detailed planning and a people centric approach to TUPE (led by our dedicated London HRBP), we successfully achieved a 98% transfer rate and had 80 personnel ready for contract go live.

In addition to ensuring 80 personnel were welcomed and inducted into the Mitie and Bank of England way, in order to enhance protection and customer service, we redesigned the existing operational model. This included:

- Detailed programme planning, including risk mitigation and operational readiness testing prior to go live
- Introduction of a dedicated Mobilisation and Transformation Manager
- Local management support to each Bank of England site, from within our branch network

OUR TRANSFORMATIONAL COMMITMENTS INCLUDED

CREATION OF A COMPETENCY FRAMEWORK

A REVIEW OF ALL PROCEDURES

INTRODUCTION OF STAFF PERFORMANCE MEASUREMENT CRITERIA FOR ON-GOING ASSESSMENT

DUE DILIGENCE ASSURANCE TESTING OF ALL SECURITY PLANS, ENSURING THEY ARE FIT FOR PURPOSE



LOCAL GOVERNMENT & COUNCILS



SECURING LOCAL GOVERNMENT & COUNCILS.

Operating on a smaller scale than their central government counterparts, local governments & councils often make for attractive targets to those wishing to infiltrate and potentially take advantage of government institutions, with the perception being that this smaller scale makes them more susceptible to these attacks.

Local government bodies require value for money to ensure resources are focused and effective: it is imperative that security solutions are robust and resilient whilst also delivered through an intelligence-led methodology, to drive efficiency in resource deployment without affecting the quality of service provided.

A comprehensive security solution supports local governments, enabling them to continue to deliver the essential services that impact the everyday lives of the people in these communities, whilst also delivering assurance to these governments and councils that their people and places are adequately secured.

Between an industry-leading Intelligence Hub that provides detailed and actionable intelligence; a comprehensive risk assessment of critical sites; implementation of the latest technology; and a commitment to supporting vulnerable people within their communities, security providers can offer local government & councils with the peace of mind they need to operate effectively.

ACTIONABLE INTELLIGENCE:

An Intelligence Hub is staffed 24/7 by trained analysts who identify real-time threats through the analysis of open-source intelligence - implementing research techniques to create an enhanced picture of potential threats, and utilising business intelligence software like Mitie's Merlin Protect 24/7 software to communicate this to the right stakeholders, in the right place at the right time.

As part of our service for Manchester City Council (MCC), Intelligence Hub incident alerts are geo-fenced to MCC locations. This ensures that when an alert is released, it is delivered to the relevant recipients and subscribers via either an email or smartphone push notification via an app. This app - with smartwatch functionality that aids the convenience of use via wearable technology - can be tailored to ensure that notifications break through the 'email fatigue' and indicate priority intelligence to the user:

In addition to the incident alerting service, subscribers also receive in-depth scheduled reports on the latest trends and threats facing their organisation. The system also generates a monthly security report, giving local governments full insight into their security, the threats they face and the incidents that have arisen.

Additionally, quarterly Intelligence Reports can be generated detailing the latest terrorist, extremist, activism or protest threats, enabling users to prepare and respond accordingly to any challenges that may be on the horizon.

INDUSTRY-LEADING TECHNOLOGY:

When it comes to implementing robust security systems for local councils and governments, it is important to perform a full risk assessment and review of the systems in place at the critical sites in question and highlight any shortcomings in their security solutions. A common shortcoming in these environments is the access control and CCTV systems, making the replacement of these solutions

with the latest IP based technology a priority. This ensures that these sites are equipped to deal with the threats of today and that there are no unauthorised or malicious visitors to these critical sites. The challenge of undertaking wholesale system replacements at a busy public building, such as those operated by local councils, is completing the installation whilst council employees and the general public are both still present and actively using the building. It is imperative to complete the work without any disruption to the day-to-day working of these councils.

This means that any new access control system has to be phased in whilst the old one is still in operation, to allow access throughout the building for employees with both new and old card access. A detailed planning phase, alongside excellent ongoing communication, is a critical factor to the success of installing the new Controlled Electronic Management System (CEM) without disruption to the site or workforce.

It's also important to upgrade outdated analogue CCTV systems to more contemporary solutions. These industry-leading camera units provide multiple images from the same device and transport them down a single cable. Each image received at the control centre is a full single image. This method reduces the amount of cabling, hardware and labour but produces outstanding coverage.

By implementing these systems with an integrated approach, organisations can enable both systems to interact and share information. This provides priceless "situational awareness" for operators, equipping them with vital information when an incident occurs and facilitating better decisions informed by intelligence and technology, enabling them to better manage and mitigate risks.



EXCEPTIONAL PEOPLE:

It is the duty of local governments & councils to ensure that all third-party service providers employ individuals that are trained to the required standard. However, exceptional providers look to deliver added value through strong corporate social responsibility activity, becoming ingrained in local communities and 'giving back' to those they serve in the public.

As a responsible business that embraces the UN's Sustainable Development Goals, Mitie seek to unlock social value that creates positive economic, environmental and social impacts. This bold ambition ensures that we play our part in delivering the exceptional, every day for our customers, our people, the communities we support and the world in which we live.

To ensure maximum positive impact, we break our social value commitments down into five key pillars: Employment, Responsibility, Communities, Environment and Innovation.

EMPLOYMENT:

We actively promote skills and employment opportunities for all, helping ex-offenders or military veterans find new jobs, as well as creating options for under-represented groups. We are committed to offering life-enriching opportunities to the local community first.

RESPONSIBILITY:

We have a robust and responsible supply chain that is trained in social value and engaged in the creation of positive social impacts across all areas of business. Thanks to our partnership with Social Enterprise UK we also support small to medium sized enterprises and voluntary, community and social enterprise organisations whenever we can.

At a particularly challenging time for many vulnerable people, Mitie and Manchester City Council were at the forefront of ensuring vulnerable children had a hot meal when they would have otherwise gone without. Furthermore, having successfully transferred a large team of security personnel during the pandemic, Mitie has since brought renewed focus on training and development, career opportunity, welfare, and wellbeing to the team.

COMMUNITIES:

We are an active part of the communities we operate in, helping deliver social value commitments not only for ourselves, but for our customers. We are serious about the commitments we make to those communities; we track the benefits and look to improve wherever we can. We also commit to helping create safer communities for our customers and neighbours.

This is epitomised by our work with Manchester City Council, in which we actively engage and work with organisations across Greater Manchester to collaborate and ensure that we offer the correct guidance and help to the local homeless community. By collaborating with these agencies and working in line with the Homelessness Reduction Act, we are seeking to ensure that every eligible individual who is homeless or at risk of homelessness has access to meaningful help, irrespective of their priority need status.

WE WERE INSTRUMENTAL IN DISTRIBUTING SCHOOL MEAL VOUCHERS DURING THE WINTER LOCKDOWN AND OVER THE CHRISTMAS PERIOD.



ENVIRONMENT:

We buy responsibly, actively protect the environment and create long-term sustainable solutions for ourselves and our customers. Sustainability is integral to our operations, so we have a Sustainability Management Plan in place that measures us against both our customers' and our own standards.

Working with Manchester City Council, we are playing a vital role in supporting the City's target of a 50% reduction in carbon emissions from the Council's operational estate and street lighting by 2025, encouraging our local workforce to adopt a greater use of public transport and providing greener company vehicles.

INNOVATION:

WE PROMOTE NEW IDEAS AND FIND INNOVATIVE SOLUTIONS TO OLD PROBLEMS THROUGH THE DEPLOYMENT OF OUR LEADING-EDGE TECHNOLOGY, DEVELOPED IN CONSULTATION WITH OUR CUSTOMERS AND COMMUNITIES. WE ALSO COMMIT TO FINDING NEW WAYS OF DELIVERING SOCIAL VALUE THROUGH INNOVATION AND FRESH THINKING.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE



Critical Secure Environments are more than just Critical National Infrastructure (CNI). CNI, as defined by the UK government, is:

“Those critical elements of infrastructure (namely assets, facilities, systems, networks or processes and the essential workers that operate and facilitate them), the loss or compromise of which could result in:

- a) Major detrimental impact on the availability, integrity or delivery of essential services – including those services whose integrity, if compromised, could result in significant loss of life or casualties – taking into account significant economic or social impacts; and/or*
- b) Significant impact on national security, national defence, or the functioning of the state.”*

Any disruption to this Critical National Infrastructure would be significant, potentially impacting multiple sectors and services in the UK; therefore, ensuring they continue to operate in a safe and secure environment is paramount.

INTELLIGENCE

Due to their importance to the nation, these sites are potentially a prime target for a variety of offenders wishing to cause harm or bring disrepute. These locations are often high risk in terms of hazards, so stringent risk assessments are a necessity, with strong continuity planning a must to ensure their ongoing success. They require the highest of security standards, as consequences of poor performance could be severe and wide-reaching. Therefore, having an effective and efficient security solution is a necessity to minimise and mitigate potential risks and protect the valuable assets on site, as well as the colleagues who work there.

THE IMPORTANCE OF INTELLIGENCE

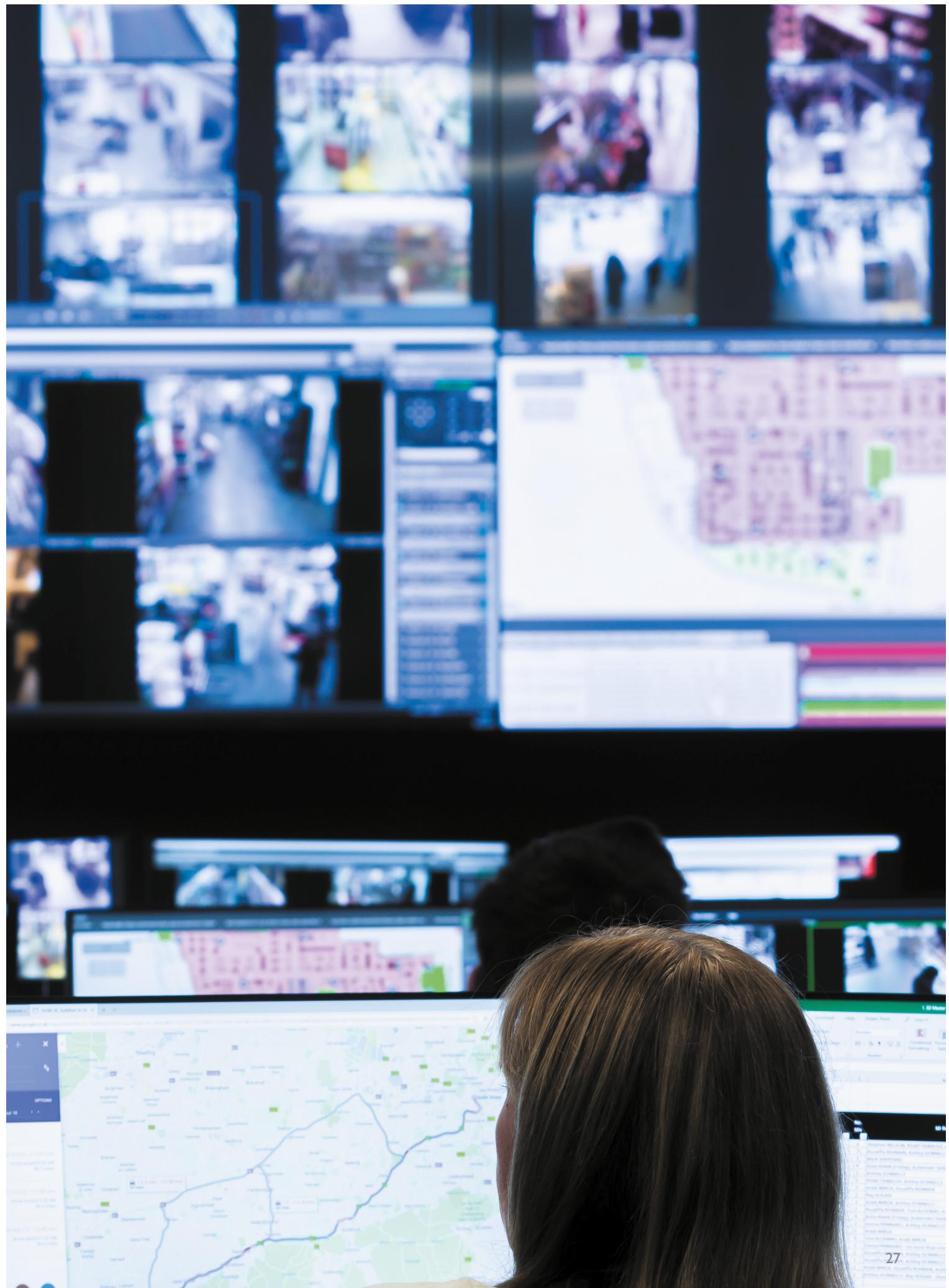
The critical nature of these sites means they will always be potential targets for criminal activity. Having real-time intelligence and cutting-edge technology ensures that the security provision at each location has the best possible chance of reducing risk and mitigating potential incidents.

Through Mitie's highly effective Intelligence Hub, Critical National Infrastructure sites obtain actionable intelligence that helps them make better security decisions, managing and mitigating risks to their people, assets and environments. Delivering live updates on major incidents, as well as tracking potential protest and activist activity and more, the

Intelligence Hub ensures these sites have all the available intelligence to make the best decisions in securing the premises.

To amplify the impact of this intelligence, it must be combined with powerful technology. Implementing innovative technologies enables greater automation, allowing teams on the ground to focus on their core duties. In addition, utilising the latest technology ensures that Critical National Infrastructure sites have robust strategies in place that enable their security team to do their job more effectively and efficiently.

Mitie's intelligence and technology help protect one particular site that spans 18km² and has around 10,000 workers onsite at any time.



INNOVATIVE TECHNOLOGY:

Like any comprehensive security solution, implementing the right technology when securing Critical National Infrastructure is essential. With a wide range of options now available, integrating technology with more traditional security measures and achieving the correct balance ensures that these valuable sites remain protected. Critical National Infrastructure sites are also excellent locations to introduce more innovative technology, to further drive efficiencies that can better protect the critical nature of the site.

Introducing leading business intelligence software, like Mitie's Merlin Protect 24/7 technology, can prove to be invaluable, delivering key insights into operational efficiency, potential risks and threats and the general performance of the security solution and enabling a smoother, more effective management of resources. With a paperless system, colleagues can more simply log incidents and record information that can be centrally stored and analysed to inform future decision making, as well as saving time for employees on the ground. In addition, introducing RFID iTrack systems at patrol points provides reassurance and enables better asset tracking, whilst also introducing another source of data to feed into intelligence systems.

Linking with business intelligence software, implementing CCTV analytics can also prove highly beneficial, enabling teams to gather information on the perimeter and individual behaviour, as well as integrating with alarms around the site. By linking systems through the Internet of Things (IoT), Critical National Infrastructure sites can have a wealth of data and insights available whenever they are required. Interpreting and actioning this data is the next crucial step, helping teams make more informed decisions that can further enhance the security solution going forward.

In addition to innovative technologies, Critical National Infrastructure sites can also see significant benefit from more traditional technologies, such as ANPR cameras and security scanners, and these should not be forgotten when creating a robust technology solution. Linking these more traditional systems together with innovative ideas can provide

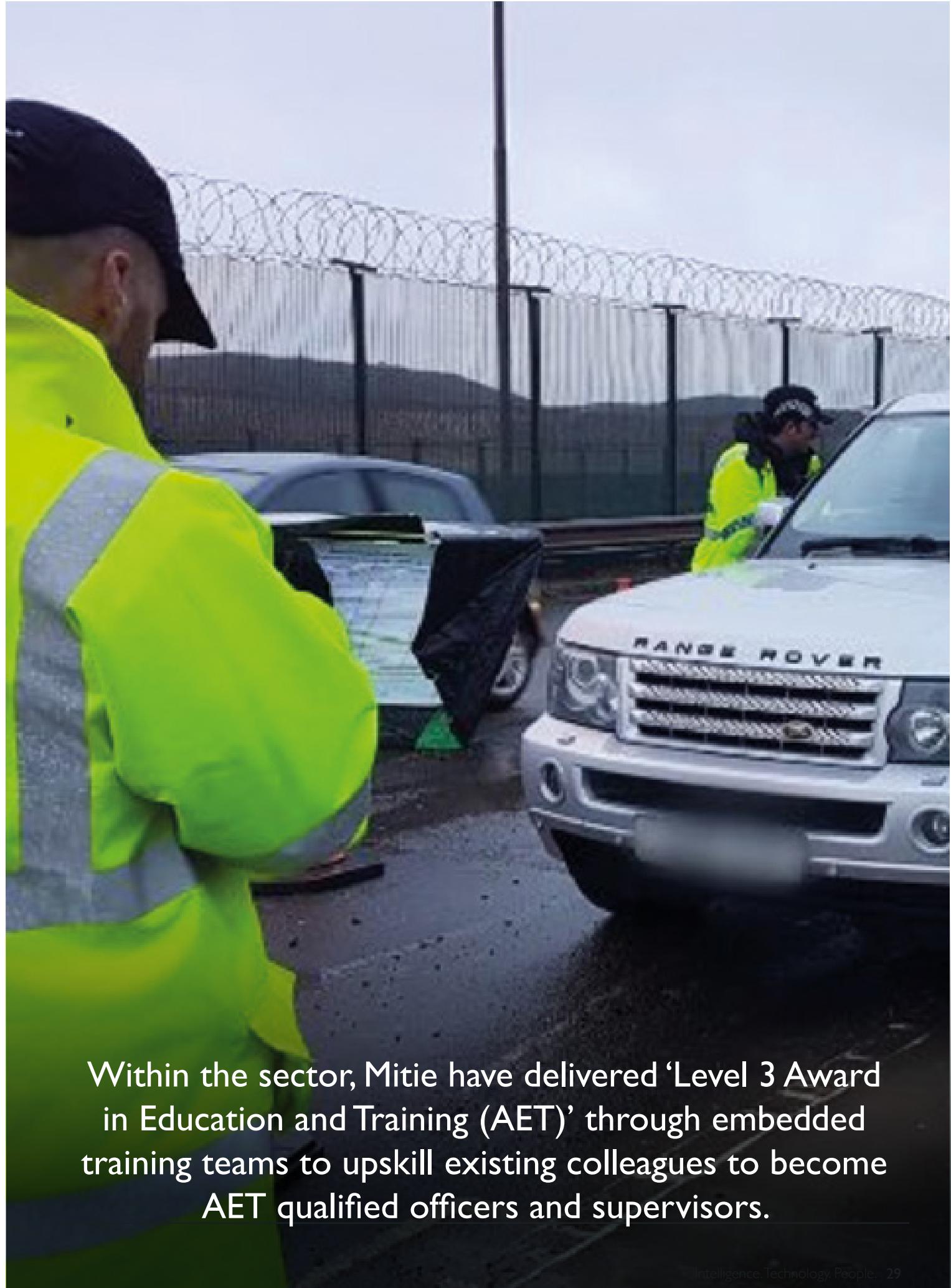
yet more data for analysts to utilise when assessing the efficiency and effectiveness of a solution, enabling constant improvements to be made.

EXCEPTIONAL PEOPLE

No security solution can be effective without highly trained, exceptional people at its heart. To ensure Critical National Infrastructure has the very best, the first step is thorough vetting of colleagues, ensuring they have the skills and experience necessary, as well as meet any industry required regulations in regard to qualifications. In addition, due to the often confidential nature of work carried out in these sites, it is imperative that any new employee has been thoroughly checked to ensure they are fit to work in the environment.

As well as vetting employees, it is important to ensure that security teams on the ground maintain the high standards required with robust and effective training. This means implementing short, medium, and long-term training for security colleagues, which is diverse and not purely focused on traditional security. For example, training packages should include elements of people skills and management development, as well as training for new technologies that could be implemented at the site. To maximise the effectiveness of training, those in management roles must provide strong support to colleagues to aid their development and deliver improved training success rates.

Finally, to keep security colleagues highly motivated, and retain truly exceptional people, implementing a reward and recognition programme is key. Rewarding people for high performance helps to maintain morale and promotes well-being among teams, who know their hard work is rewarded. This does not necessarily have to be monetary in nature, benefits can come in the way of additional annual leave, access to additional learning or even medical benefits such as free flu jabs.



Within the sector, Mitie have delivered 'Level 3 Award in Education and Training (AET)' through embedded training teams to upskill existing colleagues to become AET qualified officers and supervisors.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

INTELLIGENCE. TECHNOLOGY. PEOPLE. PROVIDING A VISUAL DETERENT FOR CNI.

An obvious, yet incredibly essential element of security for Critical National Infrastructure, is a range of highly visual deterrents to potential criminals.

There are a wide range of potential solutions that provide a visual deterrent, and it is important to implement the correct blend of solutions to create a highly obvious security presence at a location.

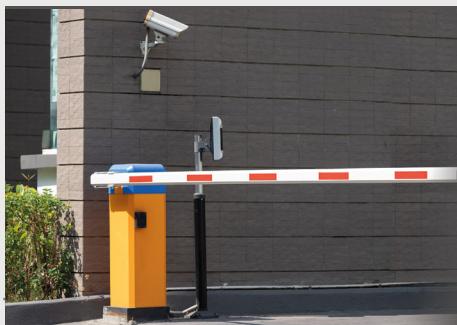
Having highly trained individuals conducting regular patrols and thorough entry searches is the first step in implementing a strong visual deterrent. Site and building access control, and sweeps of individuals and vehicles, are the first line of defence against an intruder trying to gain access or cause harm through the use of a vehicle as a weapon. In addition, due to the nature of these sites, a 24/7 presence is essential, with Security Officers on site at all hours.

However, once an individual is beyond perimeter control it is still important to have visual deterrents, such as visitor management and building control officers. Introducing additional protective measures must also be considered in a post-COVID-19 world, such as measures to protect colleagues, including thermal imaging camera technology and more rigorous cleaning routines and activity.

This would add an additional layer of personal security for colleagues in the workplace and work to mitigate the risk of a potential viral outbreak.

As well as the human presence, taking a blended approach and introducing CCTV throughout the site can deliver peace of mind that officers and colleagues have the support they need. Implementing a comprehensive CCTV solution can be extremely beneficial to Critical National Infrastructure that tend to be expansive areas to cover. CCTV plays a vital role in ensuring that key locations across the site can be monitored, enabling control teams to alert officers quickly and efficiently should they be needed in a specific area.

Having multiple measures in place can provide a significant deterrent to potential threats, as the strength of security can appear too daunting to tackle effectively. In addition, a strong visual deterrent can also provide reassurance to colleagues on site that they are in a safe and secure environment.



Across multiple Critical National Infrastructure sites, **Mitie conduct thorough checks** on over **25,000 vehicles** every month

Case Study

SECURING SELLAFIELD LTD.

THE CUSTOMER



Sellafield Ltd

Sellafield Ltd led the development of the UK's nuclear industry, from the production of plutonium for the country's nuclear deterrent programme through to the development of nuclear power generation.

Today, Sellafield covers 6 square kilometres, and is home to more than 200 nuclear facilities and the largest inventory of untreated nuclear waste in the world.

Sellafield is the only nuclear site in the country that can safely manage all three forms of radioactive waste; low, intermediate and high.

Due to the nature of work on site, having highly effective security solutions is vital, to ensure only approved personnel and vehicles are allowed to access the site, and hazardous materials are protected.

THE SOLUTION



Mitie Security began working with Sellafield in late 2012. Initially, the requirement was simply to provide security at the 10-mile-long outer perimeter, conducting thorough vehicle and personnel checks, managing access and egress at the site.

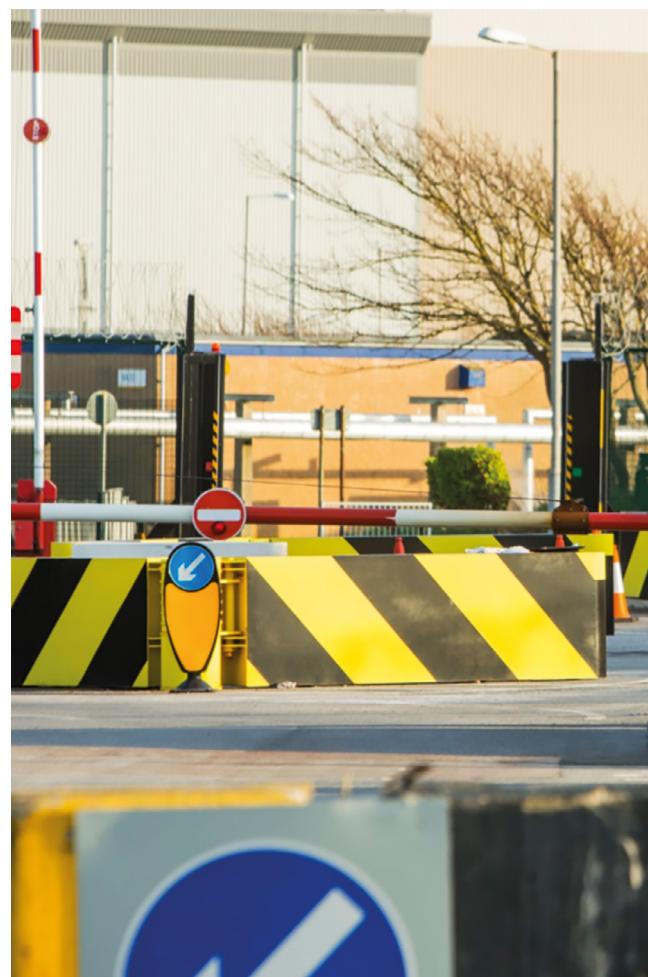
Since the initial contract award, Mitie's solution has grown to now encompass a much more holistic security solution, with over 380 colleagues on the contract forming the Civilian Guard Force (CGF). This has enabled the Civil Nuclear Constabulary (CNC) to more efficiently manage other operations on site.

Having partnered with Sellafield for 9 years, the CGF is now seen as integral to the overall security solution, delivering a range of services. In addition to the outer perimeter access and egress control, The CGF are also responsible for internal security, including escorting vehicles across the site, and managing access for high security areas and high consequence / vulnerable areas on site. With numerous hazardous materials on site, it is imperative that access and egress is tightly controlled, making the work the CGF do an essential part of protecting the site.

As part of the contract development, Mitie are now responsible for creating, delivering and maintaining all the relevant training for security colleagues on site, in accordance with the latest guidance from the Nuclear Security Culture Programme (NSCP).

As part of the solution, it is imperative that the team work collaboratively with other agencies. Throughout the contract, we have built strong relationships with Sellafield Fire and Rescue, the CNC, and Cumbria Constabulary to ensure effective and efficient security is delivered across the 6 sq. km site. In addition, we also work closely with the Ministry of Defence (MOD) to cordon and control areas as and when necessary, for the safe removal of hazardous materials.

The CGF team have also been an integral part of the recently formed "Joint Intelligence Cell" (JIC), a collaborative group including Mitie CGF, Sellafield, Cumbria Constabulary and the CNC, with the aim of better sharing of intelligence across the groups working on site to ensure all security solutions are optimised and as effective and efficient as possible.



THE RESULTS

The team continue to deliver exceptional results despite unprecedented challenges posed by the global pandemic, Brexit, rising cost of living, and global unrest. In addition to delivering excellent operational results, the team continues to deliver significant training opportunities to colleagues and ensure all health and safety KPIs are met. The team were also instrumental in delivering security services on the perimeter whilst new technology systems were introduced as part of the security enhancement programme.

7000+

Vehicles checked every month

80,000

Pat down searches every year

200+

Compliance audits every month

5000+

Hours of 'Added value' work delivered

EVERY 13s

A pass is checked on an external gate, 24/7/365

DELIVERED COLLABORATIVE
CONTINUITY PERFORMANCE
EVALUATIONS WITH CNC.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

DEDICATED ONSITE
EMERGENCY RESPONSE SERVICE

Providing emergency response services directly on-site is a key consideration for any organisation that holds dangerous chemicals or components.

A swift, efficient response can be the difference in preventing a potentially devastating incident.

Having a fully trained, fully equipped team on-site gives Critical National Infrastructure the peace of mind that incidents will be dealt with by dedicated and specialist individuals who know the facility, keeping assets, environments, and most importantly, people, safe. Dedicated on-site emergency response teams can cover a range of services above and beyond standard security, where every second counts when incidents occur. Services from on-site teams could include:

SERVICES FROM ON-SITE TEAMS COULD INCLUDE:

- First strike fire response
- Incipient firefighting
- Working with local authority emergency services
- Medical & accident response
- Toxic release first strike
- Criticality response (for nuclear sites)
- Environmental incidents first response
- Adverse weather & flood patrols
- Rescue from height
- Confined space rescue
- Lift rescue
- 24/7 emergency control centre cover
- Hot work risk assessment (HWRA)
- Extinguisher / dry riser / hydrant servicing
- Fire alarm / emergency lights checks

In addition to these services, there are additional special response services a dedicated emergency team could provide, including:

- Environmental spills
- Emergency pumping
- Flooding
- Site or Shift Plant Manager request

Mitie delivers dedicated on-site emergency response services teams that are fully trained and equipped to help Critical Secure Environments prevent incidents occurring or escalating at their locations. These teams focus on three key factors: prevention, preparedness, and response. By operating in this way, the teams provide a reliable, efficient response to manage any incidents that occur until external emergency services are available. As well as having on-site teams available, it is crucial to conduct thorough risk assessments, and to train in-house colleagues to conduct risk audits in the future.

When providing on-site support and assistance, it is essential that any on-site emergency response team integrates seamlessly with your own colleagues to ensure the effective resolution to any potential incidents that occur at the location.



At Mitie, we deliver these essential services for numerous key sites across the UK, for some of the biggest companies in the sector, including Springfields Fuels, Rolls Royce, Hillhouse International, and a 300-acre site for Stellantis.

In addition to the well-defined approach of delivering services through the three pillars of “Intelligence”, “Technology” and “People”, the sensitivity and important nature of Critical National Infrastructure demands increased focus and resources in a number of key areas to ensure the most robust security solutions are being delivered.



PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

RISK & ASSURANCE

As highlighted, Critical National Infrastructure is potentially a prime target for criminals. As such, it is important that sites understand the risks they face in order to mitigate them. Introducing regular and robust risk and assurance reviews is one such way of identifying issues and keeping one step ahead.

Through a consultancy service, Mitie can assess a site's security and provide recommendations to improve and enhance the solution, taking into account criminal methodology and the latest technologies being used. In addition, a robust risk review also incorporates recovery plans to aid in the site's resilience.

In addition, having an on-site, embedded Assurance Manager is an effective way to monitor and maintain a site's security profile. Using proactive

intelligence gathering and analysis, Assurance Managers implement best practice holistic security design and robust business continuity and impact reduction strategies to offer enhanced protection for a site.

Regular risk and assurance reviews are an added layer of security for Critical National Infrastructure, and essential for ensuring that security provisions meet the required standard.

**USING PROACTIVE INTELLIGENCE GATHERING
AND ANALYSIS, ASSURANCE MANAGERS
IMPLEMENT BEST PRACTICE HOLISTIC SECURITY
DESIGN AND ROBUST BUSINESS CONTINUITY
AND IMPACT REDUCTION STRATEGIES TO OFFER
ENHANCED PROTECTION FOR A SITE.**

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

COLLABORATIVE PARTNERSHIPS

To deliver effective and compliant services, it is important for suppliers and customers to develop strong, long-lasting relationships. Taking a truly collaborative approach to service delivery ensures that, should there be an incident or new process to implement, teams on both sides understand each other and work effectively to deliver solutions.

For example, at the beginning of the COVID-19 pandemic, with new virus mitigation instructions such as social distancing, many of the routine services delivered at multiple Critical National Infrastructure sites had to change, and change quickly, without disrupting service or operational efficiencies.

QHSE teams and security teams, along with other services, had to work together to determine the most appropriate response as the news developed, assessing the specific impacts that any COVID related measures would have. Key elements of the COVID response were ensuring the necessary PPE for the relevant frontline colleagues, as well as ensuring safe, distanced practices where possible. It also meant change in many processes, for example, access and egress from a site. Whilst people and vehicle checks were still essential, the manner in

which they were carried out had to adapt to new social distancing restrictions. Working collaboratively with Critical National Infrastructure sites, new procedures had to be devised that would retain the quality of the searches being conducted, whilst adhering to COVID regulations and mitigating risks of viral transmissions.

Working in a truly collaborative way often means taking an agile approach to solutions and processes, being able to adapt swiftly to the changing landscape and adjust service delivery accordingly. During the rollout of the testing centre programme across the UK, Mitie were responsible for the set up and management of a number of sites up and down the country. This project was the epitome of agile working, with new centres established at very short notice, yet still meeting the rigorous high standards required by the Government.

In addition to strong collaboration between customer and supplier, it is also important to develop strong relationships with industry bodies, such as the NSSP, CPNI, CNC, SIA, ONR and of course local police forces and other emergency services.

At Mitie, we work closely with the Office For Nuclear Regulation (ONR) to conduct site exercises including live demonstrations of procedures for set events. We also have excellent relationships with the CNC to receive updates on threat levels and any pertinent information relating to potential issues.



SECURING UK PORTS

IN COLLABORATION WITH NACTSO, CRIMESTOPPERS AND THE JOINT MARITIME SECURITY CENTRE

Responsible for moving 95% of UK imports and exports of goods, UK ports are the gateway to the UK and our trading partners, handling almost 500 million tonnes of freight and contributing £23 billion in business turnover and directly employs 118,000 people.

As one of Europe's largest industries, and due to the sheer scale of the operation, the UK ports industry is a particularly attractive target for criminals and organised crime groups (OCGs). Therefore, it is crucial that we implement methods and procedures that not only secure this infrastructure but empower people to come forward and report suspicious activity and criminal behaviour safely and anonymously.

Introducing PortSafe:

PortSafe is an initiative run by the National Counter Terrorism Security Office (NaCTS0) and powered by a dedicated Crimestoppers reporting line, with the purpose of providing a totally anonymous reporting line for people in port environments to report their concerns of criminal activity.

PortSafe currently has 87 members across the 10 police portal regions throughout the UK.

As a key Crimestoppers partner, Mitie Security has been instrumental in developing a collaborative and targeted implementation approach for this initiative. Notably, we are the only security organisation that is currently actively involved in the PortSafe working group and are playing a substantial role in shaping a targeted roll out of the initiative across UK ports.



Associated British Ports (ABP), a Mitie client, is also rolling out PortSafe across all its ports, and we are actively supporting them in this endeavour to create a safer environment for everyone that frequents ABP's ports.

Furthermore, in partnership with NACTSO, Crimestoppers and the Joint Maritime Security Centre, we have helped to develop an action-plan that will target focused initiatives across ten initial UK ports as a pilot.

PortSafe is the first initiative of its kind, demonstrating the power and possibilities of a working collaboration across policing and law enforcement, British ports, organisations that operate out of these facilities as port tenants, including fuel companies and cargo companies among others, and the private security sector, with the purpose of enhancing security awareness within commercial ports, and providing a safe environment for anyone to report criminal behaviour with a guaranteed 100% anonymity.

Four of the key focus areas for PortSafe include the ability to report varying crime types, such as insider threats, terrorist concerns, general criminal activity, and serious and organised crime such as OCGs, motor vehicle theft, cargo theft, and more.

This NaCTS led initiative also drives engagement with other stakeholders all of whom have a keen interest in reducing the impact of crime and ensuring our port facilities have the relevant support in their endeavours to combat crime at all levels.

These broader stakeholders include Insurance Companies, Regional Police Forces and National Police Units such as NaVCIS – National Vehicle Crime Intelligence Service which Mitie Security are a strategic partner through their Freight Membership scheme.

ABP Ports and Humberside Police hosted an initial stakeholder meeting at Immingham Port earlier this year which has enabled further focused engagement of the initiative, targeted action development and wider stakeholder engagement across the port's environments.

PortSafe is another great example of where security organisations can provide a focused collaborative approach to enable the successful implementation of police-led initiatives.



Help keep our ports secure.

0800 141 2927
Portsafe.co.uk

PORTSAFE
Supported by
CrimeStoppers.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

AN INTEGRATED APPROACH

When it comes to Critical National Infrastructure, multiple services must be delivered to ensure the success of the facility, such as security, front of house, cleaning, maintenance and more. To do this in the most efficient, safe and compliant way it is essential to take an integrated approach, ideally utilising a single provider where possible, or alternatively ensuring each provider works seamlessly with one another to take a cohesive and comprehensive approach.

With seamless integration, delivered services can work in tandem to create efficient and effective

solutions, delivering additional benefits to the site and maintaining the high standards that are essential in Critical National Infrastructure.

However, integration between different services is not the only integration needed to ensure successful delivery. Ensuring that different facets of a single service are delivered in an integrated manner is also vital; for example, the different teams and responsibilities within a security solution must be delivered in an integrated and holistic manner to deliver the greatest possible protection to the site and colleagues.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

THE HOLISTIC IMPACT FOR CRITICAL NATIONAL INFRASTRUCTURE

A robust and thorough approach to security at Critical National Infrastructure sites is imperative.

By implementing measures similar to those outlined in this document, sites can maximise the efficiency and effectiveness of their security solutions, meet and maintain the high standards and requirements of the sector and ensure long-lasting collaborative relationships are developed.

Furthermore, adopting an agile approach allows Critical National Infrastructure to adapt quickly and successfully to incidents and policy changes, implementing new ways of working with minimal disruption to the service delivery. In addition, regular reviews of processes and procedures ensures that

sites operate in the most compliant, efficient and effective way possible, creating safe and secure working environments for colleagues.

A holistic approach, comprising actionable intelligence, innovative technology and exceptional people, is the best way to manage security at Critical National Infrastructure sites. Incorporating a range of techniques and solutions provides the most complete protection for people, assets and environments, ensures regulatory compliance and delivers highly efficient and effective solutions that keep locations secure, enabling them to continue their critical operations in a safe and secure environment.



AS AN INTEGRATED FACILITIES MANAGEMENT PROVIDER, MITIE DELIVERS MULTIPLE SERVICES TO THE CNI SECTOR. BY WORKING IN A TRULY INTEGRATED MANNER, OUR TEAMS ARE ABLE TO DELIVER THOUSANDS OF POUNDS WORTH OF ADDED VALUE SERVICES TO OUR CUSTOMERS EVERY MONTH.

CASE STUDY



In 2021, Extinction Rebellion undertook their largest protest campaign since the outbreak of the pandemic. Mitie's Intelligence Hub worked tirelessly to curate and analyse information and deliver intelligence to customers who could be affected by the Extinction Rebellion activity.

GLOBAL SECURITY OPERATIONS CENTRE

Actionable Intelligence:

A 2021 Extinction Rebellion Case Study

What is Extinction Rebellion?

In their own words, “**Extinction Rebellion is an international movement that uses non-violent civil disobedience in an attempt to halt mass extinction and minimise the risk of social collapse.**”

Through protests and activism, the group has been prolific in recent years using attention grabbing tactics to compel and convince governments to take action against climate change.

Proactive intelligence:

Mitigating the risks before the protests

The annual Extinction Rebellion (XR) protests are known to cause major disruption across London and other cities in the UK, resulting in criminal damage, anti-social behaviour, trespass and large-scale disruptive protest activity. Due to this activity, the protests consistently require large scale police and private sector security resources, with widespread arrests in response to criminal activity.

Ahead of the 2021 campaign, in August and September, Mitie’s Intelligence Hub created a new leadership team to best utilise available skills and give more responsibility to those who had worked through previous Extinction Rebellion campaigns. This leadership group analysed previous campaigns to assess the most effective collection methods, collaborative monitoring processes and the best use of technology and systems to give frontline colleagues real-time intelligence, communicated in the most effective way.

Over a two-month period before the campaign began, the Intelligence Hub team monitored hundreds of social media channels, 24/7, to stay abreast of the latest intelligence picture. The team also developed and worked through several escalating scenarios and exercises in the build up to the campaign, to ensure they were prepared, knowing that a delay of only one

minute in identifying and communicating new intelligence could mean the difference between a property being effectively secured, and facing an occupation by scores of protesters.

The result of these efforts was that the entire Intelligence Hub team came together to create a truly collaborative working model that exceeded all previous coverage of XR’s campaigns, to the benefit of a multitude of customers, stakeholders, and partners.

In addition, it was vitally important ahead of the campaign to establish effective relationships and communication channels with relevant external partners, including the Metropolitan Police, City of London Police, and Humberside Police, whose Assistant Chief Constable is the NPCC lead for protest.

Finally, prior to the commencement of the campaign, the Intelligence Hub team delivered nine pre-campaign intelligence reports and hosted two intelligence briefing webinars, attended by representatives of over 50 organisations.

Real-time intelligence:

Managing the risks during the protests

Once the campaign was underway, the Intelligence Hub team worked tirelessly to deliver real-time intelligence updates, communicating with over 85 organisations throughout the course of the protests, including three police forces, nine government departments, and three competitors in the security sector.

The information was so highly valued that some Intelligence Hub assessments were even used during police community briefings. Further building on already well-established relationships with police, the Intelligence Hub were able to ensure that the latest open-source intelligence identified by the team was shared directly with the relevant functions within each force so that they were fully equipped to effectively deploy an effective policing response where required.

Throughout the campaign the team were able to provide Mitie's frontline officers and customers with actionable intelligence about planned or live action, and give assessments based on seemingly unconnected pieces of information about potential unannounced targets.

XR had consistently alluded to their biggest action taking place at the end of the fortnight, involving an internal and external building occupation. By analysing online chatter and actions throughout the campaign, the Intelligence Hub assessed that a customer, a prominent insurance company, would likely be a target of the attempted building occupations. Due to the Intelligence Hub assessment, which was also shared with the police, the customer decided to lock down their premises for the day. As was predicted, a few hundred protesters arrived at site and were met by locked doors and a strong police presence, preventing any criminal damage, or successful building occupations.

Throughout the campaign, the Intelligence Hub team delivered 17 daily intelligence summary reports, over

380 intelligence alerts, relating to spontaneous or mobile protests and marches as well as a stunning real-time interactive map of all planned XR actions. The map enabled customers to view, in their own time, locations and actions relevant to their premises, empowering them to take the necessary action to protect their people, assets and environments.

The Impact of Actionable Intelligence

Throughout the campaign, the Intelligence Hub was at the heart of all Mitie Security operations across London, providing vital actionable intelligence which resulted in Mitie's frontline officers being more informed and better prepared to effectively secure our customers' properties.

By developing strong collaboration with relevant police forces, the intelligence provided by the Intelligence Hub team played an integral role in mitigating and minimising the impact on businesses.

THANKS TO THE INCREDIBLE EFFORT OF THE TEAM, FRONTLINE COLLEAGUES AND CUSTOMERS WERE ON THE FRONT FOOT FOR THE DURATION OF THE ACTIVITY, CONSTANTLY BEING INFORMED OF PRE-PLANNED ACTIVITY AND TRACKING MOVEMENTS OF THE EXTINCTION REBELLION NETWORK IN REAL-TIME.

A photograph of several protest flags in the background. On the left, a blue flag features a large black peace symbol. To its right, a yellow flag features a black peace symbol. Below these, a red flag is partially visible. The flags are set against a backdrop of a large, classical-style building with many windows.

17

DAILY INTELLIGENCE
SUMMARY REPORTS

380

INTELLIGENCE
ALERTS

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

DELIVERING VITAL SECURITY TO NHS PROPERTY SERVICES & HOSPITALS





Hospital security plays a vital role in the daily operation of the NHS, ensuring the safety of all individuals on sites, including both patients and staff. Due to the sensitive nature of healthcare environments, the vulnerability of many patients onsite, and the fact that these environments are inherently required to be open to the public, the NHS is particularly vulnerable to potential security issues and antisocial behaviour.

Furthermore, the NHS has experienced an increase in general violence within their hospitals - potentially stemming from a rise in mental health crises and drug and alcohol dependency issues - combined with a withdrawal of police response and a lack of mental health facilities. The confluence of these factors has resulted in a need for a well prepared and highly-trained onsite security presence.

Mitie has an excellent understanding of healthcare environments, as one of the largest suppliers of outsourced services to the NHS and other healthcare providers in the UK. We provide security services to approximately 1,000 NHS sites across the UK, including several major acute hospital Trusts and mental health facilities, helping

to ensure the best possible experience for patients, residents, staff and visitors. These sector leading capabilities were significantly enhanced in 2020 with the acquisition of Interserve.

Our healthcare security team have extensive experience in security management within the NHS, having previously undertaken roles including mental health liaison officers in police forces, LSMS consultancy, NHS Protect consultancy, risk managers within forensic mental health, and maintain their knowledge through membership of the National Association of Healthcare Security.

We provide security services to approximately 1,000 NHS sites across the UK.

ACTIONABLE INTELLIGENCE

Intelligence is critical to the safety of staff and patients in healthcare facilities. Having real-time intelligence can ensure that hospital security teams are prepared for potential risks and threats and can proactively implement mitigation measures.

Merlin Protect 24/7 is our industry leading, award-winning software used throughout our service delivery in healthcare environments, serving as the vehicle by which we deliver actionable intelligence in these environments.

Merlin Protect 24/7 offers a reporting tool to security personnel working in healthcare environments, enabling them to securely view relevant Extended Defence of Britain (eDOB) entries at any time – and to filter them by incident type, dates and times, and which officer completed the entries. Contract management teams can then develop monthly reports summarising the information, analysing the trends and discussing ways to reduce incidents and prevent them occurring in the future. This functionality presents managers with a detailed overview of potential threats,

ultimately enabling them to make informed decisions that are in the best interests of patients and colleagues onsite.

This award-winning security management software tool also provides officers and management teams with the ability to view all security data in one place. This includes an electronic Daily Occurrence Book with auditable incident/entry types, with the system providing reporting dashboards for these incidents and entries. Logging all incidents digitally via this Daily Occurrence Book streamlines the process of tracking security operations throughout the site, and provides management with a holistic view of security and greater visibility of specific pain points. Further, as the information is provided in real-time, solutions can be actioned much more efficiently.



INDUSTRY-LEADING TECHNOLOGY

Hospitals have a responsibility to provide a safe and private space for those in need of the vital services they offer. Therefore, controlling access to these environments where vulnerable patients and their loved-ones are present is especially important. Fortunately, there are now a variety of technological solutions that can cater to the specific needs of hospitals.

Mitie currently provides manned guarding, keyholding and alarm response, and security systems maintenance for NHS Property Services across approximately 1,000 sites nationally including community health centres, clinics, GP surgeries, treatment centres and other ancillary sites. These services are delivered through the leading technology and convergence centre, monitoring thousands of buildings and assets, and over 40,000 lone workers.

As a registered Alarm Receiving Centre (ARC), we protect some of the world's largest companies and their employees, delivering real-time response to incidents received via police call-outs and Mitie's mobile security personnel, ensuring that colleagues get the help they need, when they need it. Our expertise in monitoring provides an additional source of intelligence for your security teams to help you identify any potential gaps in your current security solution, enabling you to better utilise your resources and keep your people, assets and environments secure.

INNOVATIVE SOLUTIONS FOR NHS PROPERTY SERVICES

We identified several sites where manned guarding was in place mainly to serve as lock/unlock and access control for evening clinics, with few other security risks posed. Equally several offices had Security Officers serving the same purpose. This was evident at a site for a notable Mitie customer, with this critical healthcare environment being secured through a traditional manned guarding and mobile

lock/unlock service despite the number of security incidents and overall risk on site being very low. Our security risk experts attended to survey the site and submitted a proposal to move to a remote CCTV monitoring solution through our industry leading alarm receiving and monitoring centre, using analytics, and a remote lock and unlock service, with car park gates secured using a PIN-code padlock. This solution maintained the flexibility of opening hours, whilst still maintaining vigilance for suspicious activity, backed up by the mobile response capability within the contract.

Since installation and transition to this new delivery model, the staff have provided feedback regarding the user experience being excellent, yet they still feel assured that they are safe through the technology connecting them to our security professionals should they need them. This type of solution may be beneficial for ENHT for the Garden Centre or Treatment Centre scopes, connecting the clinical teams and allowing a security response either from a mobile patrol, or nearby officers such as those at the main hospital site.

In addition, deployment of HALO body worn video cameras, and the live streamed footage they provide, will result in a massive reduction in violence and aggression towards employees working in these environments. Of particular importance, however, is using the evidence gained from these devices to hold those who continue to act inappropriately to account, whether by issuing warning letters, or criminal justice action.

This technology-led approach to security in NHS environments has demonstrated the tangible benefits that can be delivered to customers via a self-delivered, risk-based holistic service that employs the appropriate solutions for the unique challenges each site faces.

EXCEPTIONAL PEOPLE

Due to the often 24/7 nature of healthcare environments, having a security solution that can provide skilled and experienced mobile response teams at all hours is essential. Mobile security solutions could include mobile patrols, key holding, vacant property inspections, alarm response and much more.

With hundreds of healthcare workers reportedly experiencing verbal, physical, and sometimes life-threatening attacks whilst performing their critical duties - particularly throughout the heightened tensions and added stress of the pandemic - it is vitally important to ensure security personnel onsite are equipped to deal with these potentially hostile situations.

Ensuring all healthcare Security officers undertake Maybo advanced conflict resolution, breakaway, and clinical restraint training should be a priority. This training gives them a solid understanding of dynamic risk assessments (adjusting responses according to what they are faced with), conflict avoidance (preventing incidents through early resolution/mediation), triggers to violence, aggression, and compounding factors (such as the effects of medication, alcohol, drugs, mental health,

high emotional states, etc.), restraint risks including serotonin syndrome, positional asphyxia (especially regarding prone restraint), excited delirium, etc.

Having officers skilled in Maybo, and the techniques trained to de-escalate and control violence, has proven to be a very effective tool in reducing incidents occurring in the first instance, and, where they do occur, has helped to reduce the risk of injury to officers, patients and trust staff, as well as any nearby members of the public. This is particularly important in healthcare environments where incidents can involve elderly people, children and vulnerable patients. Further, where incidents involve people experiencing issues with their mental health, de-escalation is of paramount importance, and - where de-escalation fails - safe restraint of these individuals is crucial to prevent injury.

In addition, our ability to deliver a consistently high-quality service to the NHS, underpinned by our Quality Management System (QMS), which ensures we are operating within legal requirements and maintaining best practice. This drives consistency ensuring that, no matter the service we deliver, our approach and attitude are unified. The implementation and operation of a quality system is central to ensuring the NHS receives a robust and compliant security service.

Mitie is continually developing and refining our ‘Patient First’ training packages, which focuses on how to deliver services into healthcare with empathy, respect, and professionalism.

The latest developments for security focus on dementia, delirium and learning difficulties, and how our staff can minimise conflict arising from misunderstanding or higher emotional states. All Mitie employees working in these sensitive security environments benefit from our training packages, and we welcome the input from Trust stakeholders in developing any modules tailored to the needs of the sites we work on.

Mitie’s property solutions security teams work 24/7 to provide you peace of mind that your unoccupied properties are safe and secure, and ensure you remain compliant with insurance guidelines.

VACCINE SITE SECURITY ASSURANCE

The challenges of the recent pandemic demonstrated the need for local access to vaccines at an unprecedented scale. However, the scale of the vaccine centre deployment combined with the diversity of these sites meant that many environments that were never intended to be used as critical health centres - such as conference halls, community centres, racecourses, showgrounds and shopping centres - found themselves on the frontline of the COVID-19 response effort.

This meant that each site had unique factors to consider when planning their security arrangements. As a result, the Home Office deemed that a comprehensive review of the vaccine sites' security processes and infrastructure was required to ensure both the safety of those using the facilities and the continuity of vaccine delivery at pace without disruption.

Due to our vast, demonstrably successful experience in quickly mobilising projects at scale, Mitie were deemed to be an ideal partner for this initiative. Within a week of receiving the request from the Home Office we developed the methodology for

the security reviews, agree the tone and content of the review, received approval from the Home Office, assemble a specialist team of consultants, and got the site reviews underway. Mobilising a countrywide project of this scale and importance in just seven days is a remarkable feat.

Utilising CPNI recognised methodology we developed alongside the Home Office and DHSE, we completed a total of 141 site reviews over a two-week period.

The team conducting the reviews had an impressive level of security and risk experience. Their diverse backgrounds and experience (Police, Counter Terrorism and Security Advisors, National Counter Terrorism Security Office (NaCTSO), Government Agencies, Military and Business Security) allowed the team to add value at every level.

These reviews included assessing potential risk from beyond the site's own perimeter and any issues that may not necessarily be under the site's direct control, including any neighbouring business activity or a problematic crime rate in the local area.

We adopted an "outside to inside" review approach, working from any outer perimeter into the site and ultimately identifying the security of vaccine stock held on site. We were interested in not only the physical security in place but importantly the procedures for looking after locally held stocks and for the team supporting and administering the vaccine.

The team conducting the reviews had an impressive level of security and risk experience. Their diverse backgrounds and experience (Police, Counter Terrorism and Security Advisors, National Counter

Terrorism Security Office (NaCTSO), Government Agencies, Military and Business Security) allowed the team to add value at every level. The security measure were reviewed and baselined by a small core of appropriately security-cleared Intelligence Hub staff before being securely shared back to the customer.

The wealth of experience on offer ensured that all aspects of the vaccination centres' security processes and infrastructure were thoroughly reviewed, the efficacy of the audit was maintained, and that we were able to provide both vaccine centres and the home office with unequivocal assurance around the security regimes of their facilities.



SURGE CAPABILITY & RESOURCE DEPLOYMENT

We recognise that there are many events that could lead to surges in demand, potentially impacting government & public sector requirements and inevitably impacting service delivery for these customers; this was epitomised by COVID-19 and the global pandemic, as it drastically affected plans and requirements over an expedited time frame.

Fortunately, Mitie is prepared for this and all other eventualities due to our Surge Management Plan. This ensures that sufficient capacity and contingency are always available, activity is profiled to manage peaks in demand, our crisis management division is on-hand for support, and rigorous performance reporting is in place.

During the unprecedented COVID-19 pandemic, Mitie Security has proven to be integral in keeping the country running, delivering safe environments for key workers and the general public. With a sudden and immediate shift in demand, it was essential that Mitie could provide the necessary resources to the right places to ensure the safety of our customers.

These innovative sessions were the first of their kind in the industry, and enabled Mitie to retrain and redeploy security personnel to support our retail customers, reducing their risk and ensuring the safety of their customers and colleagues.

One notable retail customer required an additional 1,300 members of staff, showing the scale and surge in demand that Mitie was successfully able to meet despite the challenges of the pandemic.

The exceptionally quick turnaround time for the deployment of these additional resources also makes

this a particularly noteworthy accomplishment; with many of our retail customers being considered essential throughout the crisis, it was important that these new requirements were met quickly and without disruption to their operation so that they could continue to supply essential goods to their customers.

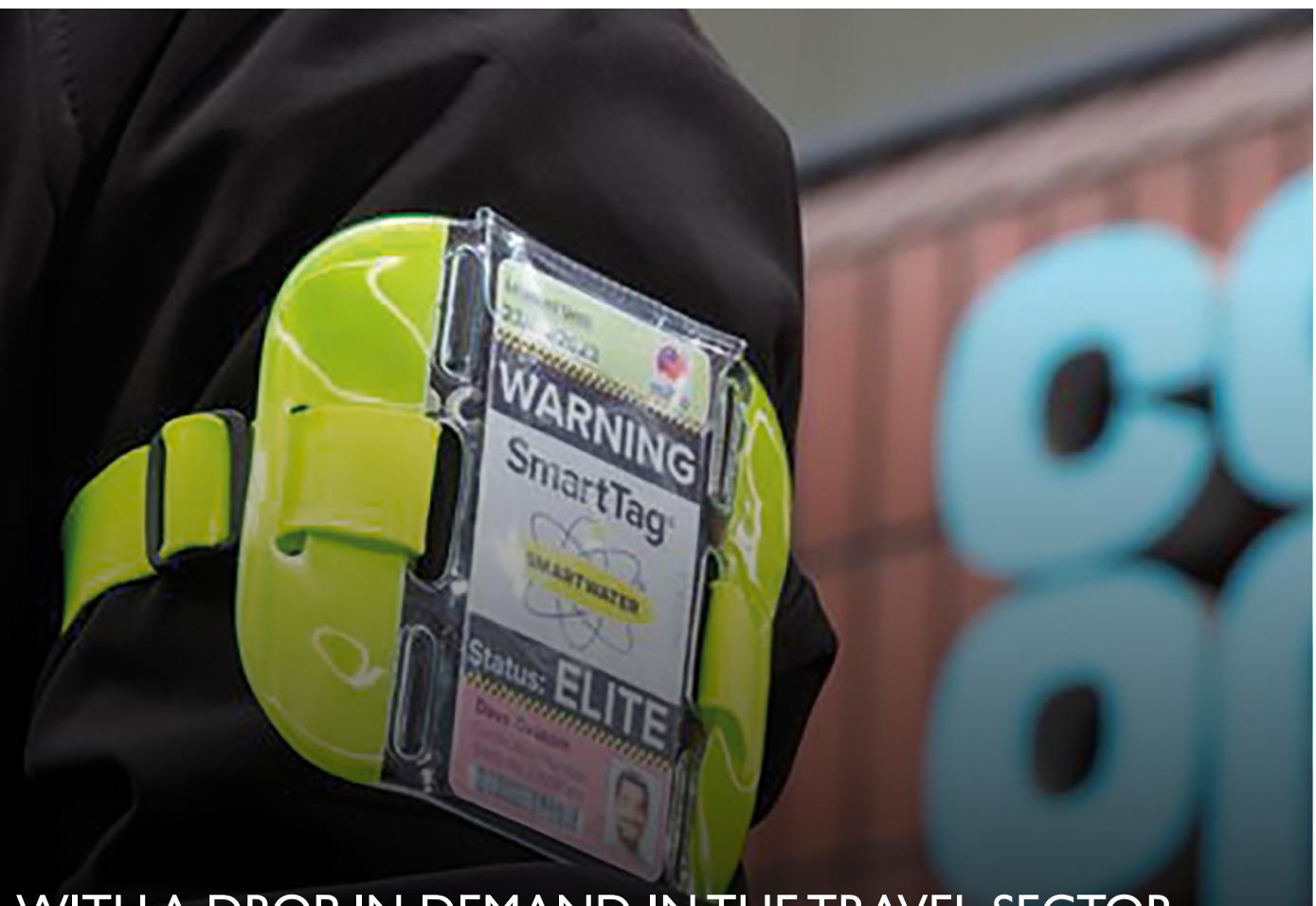
Mitie has also been integral in assisting with the logistical issues that have arisen in the aftermath of the Brexit transition, including manning Inland Border Facilities that manage vehicles entering the United Kingdom from the continent. In addition, Mitie have also implemented temporary housing complexes designed to house refugees arriving in the UK after fleeing the crisis in Afghanistan. The scale and complexity of these operations required a substantial increase in personnel, and Mitie's Surge Management Plan was effectively implemented and ensured that Mitie had the resources and personnel required to operate each of these sites.

Some of our other accounts also require dramatic upscaling to deal with events and fluctuating demand. For example, a number of our clients' large-scale events can require as many as an additional 300 guards or catering and events team members. Our scheduling technology allows us to manage these kinds of requirements without issue.

Mitie's recruitment and onboarding process provides assurance that team members procured during this expedited process will be successful in their role, hold the appropriate qualifications and will execute their tasks safely and effectively.

This process is managed by Mitie's in-house recruitment and vetting business Procius, who have a ring fenced COVID-19 team to ensure roles are appropriately filled, and new hires are vetted and onboarded at pace to meet contract demands. To date, this team has successfully onboarded approximately 7,000 team members across our various customers and contracts.

Some of our accounts require dramatic upscaling to deal with events and other fluctuating demand. For example, a number of our client's large-scale events can require as many as an additional 300 guards or catering and events team members. Our scheduling technology allows us to manage these kinds of requirements without issue.



WITH A DROP IN DEMAND IN THE TRAVEL SECTOR AND A HUGE SURGE IN ESSENTIAL RETAIL, WE COLLABORATED WITH THE SIA TO DELIVER VIRTUAL TRAINING SESSIONS TO SECURITY PERSONNEL FROM THE AVIATION SECTOR TO RETRAIN THEM FOR DEPLOYMENT IN RETAIL.

INTELLIGENCE. TECHNOLOGY. PEOPLE.

THE THREE PILLARS OF SECURING CRITICAL SECURITY ENVIRONMENTS.

Critical Security Environments are undoubtedly essential to the smooth running of the UK; from government agencies to healthcare environments and critical national infrastructure, the security and safety of these sites is paramount.

It is imperative that security providers deliver robust and resilient solutions that not only manage and mitigate the risks and threats of today, but - through an intelligence and technology led approach - empower Critical Security Environments to efficiently and effectively deal with the threats of tomorrow.

Throughout this document we have demonstrated how the provision of actionable intelligence can provide comprehensive insight into your security measures and enable you to improve planning and resource deployment; how industry-leading technology can simplify your business management processes and enable you to make highly informed decisions about your security and operational performance; and how investing in exceptional people and their development is a crucial consideration to ensure your security remains robust and resilient regardless of circumstance.

As the UK's leading security provider in the Critical Security Environments sector, Mitie is in an unrivalled position to deliver assured security.

Working with key agencies such as the **Home Office, HMRC, DHSC, Sellafield, the NHS** and more, our experience and agile capabilities uniquely position Mitie to help organisations manage and mitigate risks and threats and secure their people, assets and environments.

SUPPORTING THE GOVERNMENT WITH DEFENCE AND THE VETERAN'S EMPLOYMENT STRATEGY





CENTRAL GOVERNMENT & DEFENCE

We are a partner of choice for the central government & defence sectors, with the variety of services we deliver at around 4,000 locations playing a crucial role in supporting and enabling the Government to make a difference and keep our country safe, both at home and overseas.

Mitie's ability to successfully deliver these services is based on the unique knowledge and experience it has acquired from a history of working alongside government & defence departments, something that has proven key to our ability to provide robust solutions that meet stringent government requirements.

Known for our consistent standards of service, we hold customer experience and innovation at the heart of every relationship and - due to our proven knowledge, experience and performance in secure environments - we have become a trusted partner for many of our customers. Our size and capability mean we can quickly make changes to requirements, manage risk, and rapidly mobilise, quickly adapting our workforce to meet current and future demands.

Supporting central government & defence departments, we deploy 1,400 employees across 120 sites and 550,000 acres (1% of the UK landmass). In addition to these sites, we've also supported the UK Armed Forces in the Falkland Islands, Ascension Island, Gibraltar and Cyprus for over 23 years.

600 of our employees - and over 1,000 full-time subcontractors - serve 4 airfields, a naval base and various barracks where we operate and maintain power generation, water and specialist fuel systems,

and provide support to aircraft and warships. Furthermore, we design and construct new defence facilities, including accommodation, runways, dockyards, aviation fuel systems, water reservoirs and many more specialised buildings.

Since 2016, we've been working with nine central government departments: engineering services, cleaning, catering, driver services, security, reception, mail & reprographics, grounds maintenance, portering, and projects. Each month we complete over 50,000 planned and reactive projects across 1,200 locations and offer as many as 90 different service streams.

The Cabinet Office outsourcing playbook has begun to change our service delivery throughout these sectors. Now it's even more important that we innovate to drive down costs, deliver operational excellence and value for money, provide more certainty on cost, collaborate with our customers to upskill our people, demonstrate compliance through more levels of reporting, and prioritise social value targets.

We see a future where we help our customers better manage occupancy in a hybrid-working world, and where we deliver against the government's carbon reduction targets by producing lower carbon consuming building services.



We deliver services at 4,000 Central
Government & Defence locations

Since 2016, we've been working with **nine Central Government departments**: engineering services, cleaning, catering, driver services, security, reception, mail & reprographics, grounds maintenance, portering, and projects. Each month we complete over **50,000 planned and reactive projects** across **1,200 locations**, and offer as many as **90 different service streams**.

ARMED FORCES



Each year around 20,000 veterans leave the armed services, many of whom will seek a new position in the civilian workplace. As a signatory of the Armed Forces Covenant, we recognise our role in advancing and supporting ex-forces personnel in civilian work, and this is demonstrated by the hundreds of veterans and reservists we already have working throughout the company. We do this to demonstrate our respect and debt for the selfless service our veterans have given the nation, but we also recognise that their experience and skills add value to our industry.

Mitie has made a commitment that 2.34% of its employees will be from an Armed Forces background by 2025. To help achieve this goal, the business is working with the Career Transition Partnership (CTP) to establish a tailored employment pathway for Service Leavers into facilities management (FM). In an attempt to build on this commitment and to encourage more individuals from the Armed Forces community to consider joining the business, Mitie has implemented a dedicated Armed Forces Careers Portal for those with a military background to explore potential career opportunities at Mitie. This specialist portal features advice and guidance, as well as veteran success stories and vacancies from around the country. However, veterans at Mitie are making a positive difference every day, and this was evident in Mitie's COVID response where a core of ex-military individuals helped to plan, build and deliver complex and challenging operations at scale.

The overwhelming majority of our veterans found roles in the FM industry through personal contacts, job adverts and referrals, but few joined straight from the military. For many ex-forces colleagues that struggled to secure a civilian role after leaving the military, not knowing which roles would suit their experience was a barrier. By actively engaging with this community, the FM sector can help more veterans find a career that better suits their skillset.

While many veterans were concerned a lack of technical knowledge might hold them back, line managers see this as an easy barrier to overcome. Support with specialist training, including in skills like budgeting or communications when leaving the forces would help kick-start their civilian careers.

Through the Mitie Foundation's specialist Ready2Work – Military programme, veterans are given the opportunity to have a placement within a facilities management team and get first-hand experience to see if the role is a good fit for them. And, of course, the Mitie Military offers a safe space for any former-forces colleagues to seek advice and mentorship, ask questions and share ideas for how we can make the transition to civilian life easier for our new colleagues.

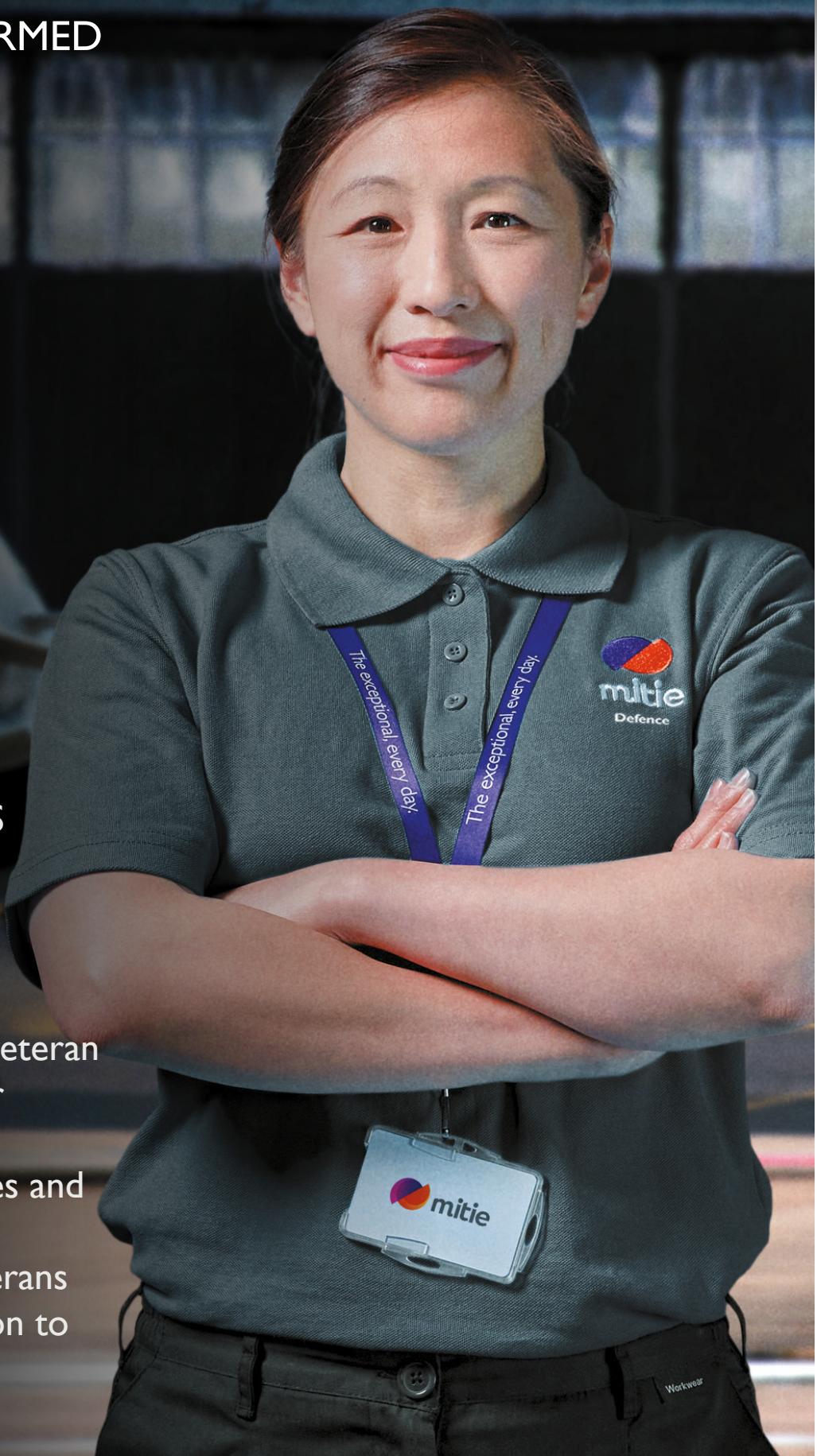
Beyond responding to national emergencies, FM prizes the technical, logistical, leadership skills, and ethos developed in the armed forces. The industry, with its many entry points and a broad range of roles and specialities, is a great fit for men and women looking for a rewarding post-military career. Clear thinking, the practical application of big ideas combined with teamwork, hard work and humour to ensure a highly successful service - though not unique to veterans, these characteristics are common amongst many of them.

There is little doubt that when veterans enter the FM industry, they find satisfying work that can lead to successful long-term careers. In a recent study, we found that over two-thirds (68%) said their role and the degree to which it challenges them is satisfying, half (50%) rate the work as 'engaging', and the clear majority (80%) will make FM their career. Furthermore, those who have joined us recognise the positives; our veteran colleagues would welcome others on the same path with three quarters (77%) suggesting they would recommend the industry to others.

77% OF VETERANS
WORKING IN FM
WOULD RECOMMEND
THE SECTOR TO ARMED
FORCES LEAVERS.

WE SUPPORT THE
GOVERNMENT'S
2022-2024 'VETERANS
STRATEGY ACTION
PLAN', AND IT'S
THREE PRINCIPLES:

1. Understanding our veteran community and their experiences
2. Transforming services and support for veterans
3. Celebrating our veterans and their contribution to society



A strategic partner to the Home Office, we support them in their work to effectively manage the immigration detention estate and flows of detainees in and out of the country, whilst upholding the welfare of those in our care at all times.





We are the largest provider of immigration removal centre management and operations and secure escorting services (in-country and overseas) for the Home Office, caring for over 13,000 detainees. We also deliver prison facilities management services for the Ministry of Justice and secure health services to over 60 police custody suites across England and Wales.

We deliver a range of critical public services to vulnerable adults within the immigration, justice and care sectors, and believe that public services should drive positive outcomes for citizens, as well as best value. Our people work closely with those in our care to ensure they are kept safe and treated with respect and dignity.

We are specialists in the delivery of custodial services, including the management of vehicle bases, holding rooms, reporting centres and short term holding facilities across the UK and in Coquelles / Calais. A strategic partner to the Home Office, we support them in their work to effectively manage the immigration detention estate and flows of detainees in and out of the country, whilst upholding the welfare of those in our care at all times.

We deliver integrated services by escorting detainees to and from: police custody, prisons, ports,

IRCs, reporting centres and asylum immigration tribunals. For those detainees allocated to IRCs, Care & Custody provide safe, secure and decent conditions pending the outcome of their case. When a decision is made to deport a detainee, they manage their safe and effective removal to a country of origin specified by the Home Office via scheduled or chartered flights.

Additionally, we provide secure escorting services throughout the UK and overseas. This involves securely escorting detainees around the immigration estate and back to their home countries of origin on scheduled and charter flights.

We also manage holding rooms and short-term holding facilities at multiple air/sea ports and reporting centres throughout the UK, working closely with Border Force.

We are specialists in the delivery of custodial services, including the management of vehicle bases, holding rooms, reporting centres and short term holding facilities across the UK and in Coquelles / Calais.



SECURITY

THE EXCEPTIONAL, EVERY DAY.

INTELLIGENCE.
TECHNOLOGY.
PEOPLE.

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 @MitieSecurity
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