
SHEFFIELD HALLAM UNIVERSITY SECURITY STRATEGY

STRATEGY AREA 1: Proactive Prevention - Proactive deterrence to minimise crime and incidents and their effects on the University, staff and students.

One of the main objectives of the security service should be to provide a deterrent. Generally within the University this needs to be done by making the security team more conspicuous as well as by making the security equipment more visible.

BUILDING SECURITY CLASSIFICATION

The guidelines which the University adopts in terms of security for buildings and the environment are to incorporate the Home Office's concept of 'Security by Design' as best practice. Integral to achieving this standard is consultation with the police architectural liaison service to ensure that designs are appropriate; consultation with those who will utilise the space, for instance academic and research staff, and those who will manage and maintain the space, for instance Facilities and Maintenance Managers.

In order to rationalise the design, building and operational management of the estate the buildings shall be classified in a manner that identifies the security requirements of the building.

The classification shall include references to:

- Access control strategy
- Visitor, staff and student greeting strategy
- Building opening hours
- Delivery and despatch for mail, goods etc
- Secure and risk areas
- Burglary/ theft prevention systems
- Support provided for core SHU business
- Deterrent strategy
- Incident response strategy
- Stakeholder care strategy
- Standards of service

The classification for each building on the campus shall be alpha-numeric and memorable and be developed in alliance with Estates. Where this classification requires that buildings identified with a classification do not meet the minimum requirements for the classification, a budget for bringing the building into the correct classification shall be created, for approval.

CAMERA AWARENESS

The strategy for CCTV Cameras is the responsibility of the Head of Security. Notices shall be provided advising everyone entering the campus that they are appearing on camera and will be a visual deterrent.

The use of conspicuous CCTV cameras (as in yellow painted speed cameras) will also act as a deterrent. The use of monitors in reception areas showing that persons entering and leaving the building are being viewed on camera will be explored.

STAFFING LEVELS, PATROLLING AND TRAINING

The distribution of resources must suit the demand for the service in all areas of the strategy. It will be necessary to consider where these can best be deployed. The opportunity should also be given to staff, as part of this process to use their own initiative in order to best deal with problems by increasing security staffing levels on the campus, say, during periods of high student activity but reducing it at some other times. Work will be undertaken to ensure that the rostering arrangements deliver the most effective and efficient use of staff resource and will be kept under regular review to ensure continuous alignment with the needs of the business. Security personal are required to undergo a range of both mandatory and developmental training. This will be kept under review and amended to reflect changes in both legislative requirements and the raising of customer service delivery standards.

CYCLE AND VEHICLE PARKING AREAS

A good presence is required in both of these areas either by patrolling or by using visible cameras together with clearly visible warning notices. The University has a preference for low profile security. However there are vulnerable areas on both campuses which need to be well protected to reduce the fears of staff and students. Users have expressed a preference for greater secured cycle parking but this may be difficult to implement within the boundaries of the estate but will be considered as part of its ongoing development.

HALLS OF RESIDENCE

The University is a community and several thousand residents are accommodated in residences on campus and its environs. Residents require the freedom to visit both 'open' areas and 'restricted' areas as a matter of course and to enjoy secure privacy within their accommodation. They need to have assurance that crime, crime prevention measures or a fear of crime does not detract from their academic, social or domestic experience whilst they are on University premises and those managed by the institution.

Strategic CCTV cameras will cover appropriate external areas without interfering with residents' privacy and electronic/key access control systems will be installed to the building, each flat and each individual study bedroom. Ground floor

windows, and those first floor windows with access from the ground floor, will have appropriate glazing and locking mechanisms.

Good perimeter lighting together with good pruning of bushes and foliage will again act as an effective deterrent. This can be made more effective by the introduction of low height planting of vegetation having thorns in order to prevent access.

The Head of Security together with the Head of Facilities Operations will review the security arrangements in each hall of residence to ensure cost effective use of resources whilst managing the level of risk. The University is committed to compliance with the UUK Code of Practice for the Management of Student Residences which sets out both mandatory and aspirational elements with specific reference to the security arrangements required.

DEPARTMENTAL ACADEMIC AND RESEARCH PROGRAMMES AND MATERIALS

Organisational and departmental procedures and risk assessments will be prepared for all activities where it is perceived that there may be a security risk. These will be undertaken in accordance with the University's Health, Safety and Welfare and Risk Assessment policies and guidelines. Audits will be undertaken from time to time to ensure that the procedures are fit for purpose and that staff comply with the security protocols in place.

The University's Health, Safety and Welfare Committee will review the management and operational procedures in place and make recommendations in respect of actions required to support secure and safe working practices.

STRATEGY AREA 2; WELL MANAGED RESPONSE - A responsive, effective, efficient service to deal with the University's operational security needs

For a role such as security it is vital that all staff have the correct attributes, are happy and confident in their role, can act upon their own initiative especially during an incident and take appropriate action when necessary but pleasant and helpful at other times. It is also important that they see themselves as members of a team which is part of the SHU Facilities Directorate and are able to jointly provide the full range of services to customers.

In order to undertake their duties swiftly and effectively there must be a good match between the control room and the security team: the levels of resource in each must be such that both security staff and control room staff can operate effectively.

REVIEW OF SECURITY TECHNOLOGY AND ROLE OF CENTRAL CONTROL ROOM

A review of some of the technology is necessary in the control room to ensure that the University maximises the staffing resources available now and in the future.

Changes to existing technology, in line with best practice, suggests that the University could improve the efficiency and effectiveness of the team in the identification of potential incidents. This may also lead to a better deployment of existing staff. The training and development needs of all security staff will be reviewed as changes to technology are implemented.

ACCOUNTABILITY AND MANAGEMENT OF SECURITY PROCESSES

Creating a line management for security that is closely aligned to other operational aspects of SHU's Facilities Directorate will enable integration into the overall operation of the Directorate and the opportunity to share resources.

It is important to ensure that the correct processes are put in place to deal with the control and management of the security team as well as the equipment they require to undertake their duties effectively and efficiently. By using the skills and expertise available within the Business and Facilities Division, it will be possible to ensure that these are well run and provide best value.

Items to be include are:

- Accountability chart
- Executive objectives
- Staff responsibilities
- Student responsibilities
- Incident reporting arrangements
- Strategic aims
- Basic principles
- Risk management
- Reporting procedures
- Police and HR involvement
- Compliance audits
- Consultation and approval process
- Staffing and HR issues
- Operational procedures
- Control and supervision
- Legal compliance

There is a need to deploy the management of security through competent management resources, and ensure that there are multiple informed parties for all situations.

LEARNING CENTRE RESOURCES

A further review will take place of the staffing of the 24 hour study centres in order to review costs without reducing service. At present these are staffed at night and weekends by a security presence. Over time, the security persons have become adept at handling user queries and issues relating to issuing of books and other related operations. As such they are acting to support students using the Learning

Centres the managers of which believe that the process is working well and could be further developed. CCTV and voice links (maybe using help points) would assist users when requiring assistance.

STRATEGY AREA 3; CARING FOR STAKEHOLDERS - Student and staff welfare and protection to promote a safe and secure work and study environment

One of the fundamental components of the requirement for the security service is caring for the stakeholders. The security service is not primarily a police service. Its main objective is to provide service and support to building users and to encourage them to behave in a way in which they are at minimum risk and have possessions and property which are well protected.

SECURITY ROLES AND RESPONSIBILITIES

The main role areas for the security team include:

- Customer facing and informative
- Welfare of staff and students (proactive and caring) taking into account all relevant University policies including the need to ensure full compliance with diversity policies
- Operationally essential tasks in support of SHU, Health and Safety Services, FD Estates and FM (including in particular support for the control of contractors policy and procedures)
- Attend and deal with threats, alarms, incidents etc
- Contributes to risk reduction in designs and risk identification in existing estate
- Provides sense of safety security to staff and students
- Building positive relationships both internal and external to SHU

Once the potential for leveraging technology has been assessed, the total requirement for resources will need to be recalculated. Security staff engaged previously in static or observational roles could be deployed on customer facing roles. There is also the potential for greater overlap with the services provided by the FM service, which is also part of the Division of Business and Facilities Operations. Using the Facilities Directorates Customer Relationship Management (CRM) Strategy as the framework, there will be a commitment to an on-going programme of CRM training for all security personnel.

SHU STAFF AND STUDENT RESPONSIBILITIES

Each member of the community has a responsibility to protect the interests of the University, their colleagues and themselves, and individuals must be familiar with, and comply with, security good practice, policy and procedures. Those on campus are encouraged to identify behaviours, suspicious persons, objects, incidents or circumstances which may have security implications and to bring these incidents to the attention of security staff or other responsible persons on a timely basis.

COMMUNICATION

Effective security is dependent on each and every individual and the community will be kept informed of current situations and potential and real security risks to which they may be exposed. Responsive communication channels will be maintained in order to support this requirement, underpinned by appropriate training for students, staff and visitors.

INFORMATION FOR STUDENTS

Students need information from time to time. For example, the layout of the campus makes it rather difficult to find ones way around and therefore help points connected to the control room could perform a valuable service. These service points could also assist in enabling crime or suspected crime to be rapidly reported. The cost is considerably less than having a larger number of patrolling security staff. These could be supplemented by more maps of the City campus so that persons unsure of where they are can quickly obtain directions. A number of buildings do not have campus maps on them and these could be easily provided within the buildings in a safer environment.

The potential location and cost of the above electronic information points and campus direction signs should be determined through Estates.

Mark Q. Swales
Deputy Director
Facilities Directorate

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THREE YEAR IMPLEMENTATION PLAN

YEAR ONE	<ol style="list-style-type: none"> 1. Develop security policy and strategy for approval 2. Instigate review of existing security technology and make recommendations to inform future security capital programme 3. Undertake skills audit of existing team and develop personal and team development plans in line with security strategies 4. Develop external partnerships to enhance University's security and forward planning 5. Review all operating procedures 6. Review legislative compliance and monitor proposed changes 7. Review compliance with current University polices 8. Review security contract requirements and retender 2009 9. Implement revised performance matrix 10. Implement revised staffing arrangements
YEAR TWO	<ol style="list-style-type: none"> 11. Implement capital programme for security 12. Review staffing 13. Complete security building assessments 14. Implement security annual review cycle 15. Monitor revised Performance Indicators 16. Impact assessment on proposed changes to Security Industry Authority to extend licensing to in-house staff who have security in their role
YEAR THREE	<ol style="list-style-type: none"> 17. Review impact of revised security policy and strategy 18. Continue with capital programme 19. Review revised performance indicators

The above objectives will be given owners, timescales and assessment and review activities as part of FD's strategic planning but ultimately will be the responsibility of the Deputy Director with whom the responsibility for the security service lays.

PERFORMANCE MATRIX	<ul style="list-style-type: none"> Number of crimes Number of arrests Anti-social behaviour responses (internal/external) Cost of crime Staff % absence - contract and in-house Hours available for work - contract and in-house Training - participation, no. of events attended (mandatory/non mandatory), no shows to training. Target number of patrolling visits to locations per shift per operator (target to be determined via risk assessment on each site) Lift entrapments resolved by in-house team as % of total Fire alarm responses as % of those attended to by the fire brigade Intruder alarm responses as % of those attended by the police First aid responses as a % of those needing further treatment
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