

InTouch

Issue #003



Transport for Greater Manchester Security Team receives Branch Commanders Commendation

Hear about this fantastic achievement on page 2

The launch of Operational Excellence

Take a look at our new management training programme on page 14

Superstar Award Winners Revealed

Join us in congratulating the Q2 and Q3 Carlisle Superstars on page 24



Hello everyone and welcome to the third edition of InTouch.

Part of our aim with this publication is to have a forum for sharing the excellent work that you all do for our clients, whilst also taking the opportunity to keep you up to date on how we are progressing on our 'strategic' journey.

Within this edition you will see further examples of the great work being done across all areas of our business.

As you know we are constantly looking for feature ideas and for people who we should shout about. As you read this issue, if you have any ideas or stories you would like us to share, then please get in touch via:

comms@carlisesupportservices.com

I hope you enjoy the issue.

Nicole Hodge, Marketing Manager

A huge congratulations to Terry Foster, Patrol and Response Supervisor and Elen Roberts, Security Officer from our Transport for Greater Manchester Security Unit who have both received a commendation from GMP Chief Superintendent John O'Hare, for the work they have been carrying out as part of the Greater Manchester TravelSafe Unit.

Attending the Award Ceremony at Greater Manchester Police, Hough End Centre to represent Carlisle Security, the unit was nominated for the award due to the difference they have made in reducing Crime and Anti-Social Behaviour on the Transport System.

Specifically for working within a multi-agency team that has provided key support and reassurance to those who the transport infrastructure across Greater Manchester. This has included specific operations to tackle crime and disorder; antisocial behaviour and to protect vulnerable persons.



HOT OF THE PRESS

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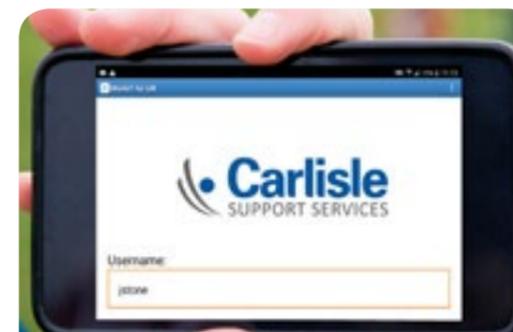
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Please join us in congratulating the 2016 quarter two and three winners



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BUSINESS UPDATE

PAUL EVANS

Well what a year 2016 was...and I firstly want to take a moment to thank all of you for the hard work that has been put in this year.

This is now our **third edition of InTouch** and it is proving to be a great medium for sharing company news and updates, but at the same time has started to allow us to gather vital feedback and interaction from all areas of the business.

Over the last quarter of 2016, we welcomed our new teams at both **Coventry University and Wolverhampton New Cross Hospital**, where we now provide cleaning and security services respectively. Both of these contracts show our clear intention to make a difference in both the Education and Healthcare sectors.



Speaking to the clients involved on these contracts shortly after awarding the contracts to Carlisle, it was clear that our commitment to supporting, developing and training the team's to become true **Sector Based Experts** set us apart from the competition. In-line with this we have committed, and are well on the way, to **launching bespoke training programmes** for our six chosen market sectors.

I am passionate about Carlisle making firm commitments to help people in their **career journeys** and therefore would be keen to hear personally if you believe we can offer you enhanced training or development that will allow you to achieve your own goals and ambitions.

One of the other key activities that has happened is training for all of the contract management teams around our **Promise Based Culture**. A promise is something that should be personal, made voluntarily, measureable and more importantly done in public. Whilst we all hope we can deliver on these promises there should also be recognition that some promises should be revoked, reignited or that they could drift from time to time.

Over the next few months all of the management and supervisory teams have been asked to consider how they can make a **BOLD promise** that if delivered will add significant difference and enhancement to how Carlisle operates. As these need to be personal it will be great to see what people wish to put their emotions and passion into delivering for the wider business.

In Head Office we have created our own **Promise Wall** where all of these promises will be made 'public', allowing for anyone visiting to see just what makes our people different.

When I joined the business just over a year ago (yes, how time

flies when you are having fun!), I wanted to create a business that truly put our **customers at the heart** of everything we do.

We have some exceptional brands within our portfolio, with some even better client contacts within them. The industry is now at a mature point where companies are no-longer only seeking competitive pricing proposals, but they want to know how you are going to add innovation and long-term value. They also want complete transparency and trust in their chosen suppliers, a position that I am sorry to say has departed the industry in some parts.

To address this, we have now implemented our industry leading **Work-IT workforce management app** that allows our front-line teams to confirm when jobs are completed and share important information and reports in real time.

Being ethical in all we do and ensuring that we encourage closer working partnerships with all levels within our clients has allowed us to develop even stronger partnerships that has seen a 99% retention rate this year. A massive well done to all of you, as this is 'best in class' for the facilities industry.

Finally, we have followed through on our promise to **Care passionately for all** involved by selecting a new corporate charity, namely the Alzheimer's Society. This charity was chosen following a company survey so I am pleased to say it represents a majority of our entire workforce.

Over the next year we will be allowing people to commit to a range of charitable acts that will be fully profiled and supported by the wider business. Already I hear of people running through waist high mud, running marathons, and completing personal challenges in the spirit of 'giving something back'. I will also be thinking of something that we as

a business can do on a given day that is company-wide to show our commitment as a whole.

The charity is just one example of how we have continued to think about our people.

In October we conducted our **second company-wide Employee Survey**, and it was great to read all of your comments and ideas for what we need to do next in order to continue making Carlisle even greater. Our response rate was up significantly and I am pleased to say there was a two-fold increase in our Net Promoter Score. We have captured the specific feedback from the survey and plan to share the results with you later in this edition, along with some firm commitments around the key focus areas highlighted.

As those who follow me on LinkedIn and Twitter know, I am keen not to spend too much time in our Head Office (sometimes the frustration of our Finance Director!) but I want to make sure I am able to drive the business forward by relating to our customers, and more importantly our employees.

Our **Carlisle Superstars Rewards Scheme** provides me with the perfect excuse to get out and meet many of you. With our promise for every nominated employee to be personally visited by a member of the senior team, it means we are spending more and more time with you all. The nominations received in Q4 were actually three times more than those received this time last year!

Once again thanks for making my first year at Carlisle such an enjoyable one!

CREATIONS BROUGHT TO LIFE

MICHAEL SHIRT

As launched in the previous edition of InTouch, the plan with Carlisle Creations is to get you all thinking about adding something extra to your working world, be that new equipment, training, working practices or an IT function. We'll invest in your ideas with the £50,000 budget we have, so think BIG.

The best ideas will be trialed and launched. If they prove successful and add value, you could receive a bonus of up to £5,000!

Initially the responses were thin on the ground. So, to get you all fired up we set a challenge for our Contract Managers to bring their ideas to our Roadmap Conference held in October.

Everyone at the conference put forward an idea; they stood up and told us all about their Carlisle Creation in a 30 seconds elevator pitch (imagine you are in an elevator with Richard Branson, and you've got just 30 seconds to tell him what your big idea is.) The ideas were great and I want to say well done and thank you to everyone who contributed.

For the conference, Paul Evans, Jenny Jones and myself picked three of our favourite ideas and paired up the creative thinkers with Jamie Hatfield, Adrian Canale and Martin Woollam to work on a pitch to present to us all. But a pitch to who?

We had a think and decided to make it fiery! Introducing the Dragon's - Adrian White, Rob Pritchard, Kieron Slattery and Les Garnett.



Kieron Slattery and Les Garnett interrogated the ideas masters...

Amid cries of "I'm out", "I'm in" and "You're fired" (wrong TV show guys)... all three ideas were pitched with help from Martin Woollam, Jamie Hatfield and Adrian Canale, with great success!

Les and Adrian W loved Steve Cere's Quick Kart innovation for TransPennine Express.

Kieron negotiated with Luigi Simeone and Charles Tackie, and invested in their Training Academy

Rob wanted to know more about Paul Manning and James McClelland's security bulletin and consultancy idea, and decided to invest.

What happened next?

At TransPennine Express, Steve bought and trialed his Quick Kart for on-board and turnaround training cleaning. Sadly to say, the kart did not prove to be successful as the cleaners found it difficult to manoeuvre up-and-down the trains. Not deterred, Steve and his team are trying alternative ideas including utility belts and a plastic caddy for carrying their equipment.

Lui and Charles will be supported by our new Training Manager, Colin Williams (welcome on board Colin), with creating their training academy. We are also aiming to gain SIA accreditation in the near future. Further information on this soon!

Paul and James' big ideas are in discussion with Jenny Jones and Paul Taylor. The first recommendation is for the control room at Luton will collate data for the bulletin. All the team, with input from Paul Evans and Adrian Canale are discussing our consultancy plan.

And the other suggestions?

There are dozens of other actions going ahead, many from your ideas, and some of which we'd already started on, including:

- Driver Safety
- Employee Council
- Paperless Forms (through Work-IT)
- Advertising Brochures
- Management Training Programme
- Online Learning
- Intranet
- I pads for Contract Managers and Retail Team Leaders (for training, induction and site surveys, and up-to-date line diagrams for retail)

Onwards and upwards!

Now it's your turn.

The next Carlisle Creation is your idea. You don't have to do an elevator pitch, or write a presentation for the Dragons.

Just send us an email to

creations@carlisesupportservices.com

or speak to your manager, or give me a call...

All ideas gratefully and very warmly received! Only one thing they have to achieve... ADD VALUE.

I want you to get that £5000 bonus! Get your thinking caps on.

Good luck and speak soon.



CONTRACT SPOTLIGHTS

DIRECTORS OF OPERATIONS



RETAIL WITH ADRIAN WHITE

We have just passed peak within Retail with our focus being on our Sainsbury's and Homebase contracts. On Sainsbury's we have been awarded an increase in our share of work, which has been achieved on the back of the hard work and expertise of our field teams. Following on from the purchase of Argos by Sainsbury's we are now involved with the installation of Argos stores into Sainsbury's and have recently been working with them on the implementation of Sainsbury's sites onto petrol forecourts.

Since Bunnings took over Homebase we have now seen an increase in work with them and over the last quarter of 2016 have had 80 people out on the Tool Shop project, which has seen us fully review the powertools and handtools sections. The project has gone very well, thanks to good planning, preparation and the leadership of our Team Leaders on-site. We are in the process of working on further reviews with Homebase.

Being a primary supplier to two retailers with big refit and conversion plans puts us in a great starting place for 2017. Our focus now is to increase our pool of team members and this has been supported through Karen Wilson joining the team as our Recruitment Coordinator. The F&F Christmas project finished throughout the first week of January and saw us supporting over 400 stores across the UK, with over 600 staff. This was a big piece of work and to ensure we provide a high quality service Jodie Ramsey joined the team to support the project.

In grocery we continue to provide support to Morrison's, Asda, Waitrose and Co-op. On the non-food side we are providing regular personnel to Poundland, as well as completing project work for Triton and Ryobi through our sales support team. We remain mindful of over-committing and ensuring we keep our core teams busy whilst looking at future growth and as such are in discussions with a number of additional retailers.

Our strategy remains simple, focus on a quality service and not to over-commit. Following this approach will put us in a great place for 2017.



Sainsbury's

The Carlisle Support Services team playing their part in the re-launch of the Sainsbury's store in Exeter, which includes the introduction of a new Argos store.



HOMEBASE

We have had over 80 merchandisers involved with the Homebase Toolshop review, the project has been a major success - well done to all involved, in particular our Team Leaders.



SECURITY AND EVENTS SOUTH WITH KERON SLATTERY

As we enter 2017 – we're delighted to report that our Events division has recently agreed an extension to our Stewarding and Security contract at Cheltenham Racecourse that will see us continue to supply 24hr site security and support for Conference and Exhibition work in one of the most exciting venues in the South West.

Not to mention the small matter of up to 350 personnel on major racedays of course!

Cheltenham therefore remains our second longest serving client having been involved in the provision of raceday Stewarding and Security services for more than a quarter of a century of Gold Cup Festivals (I know, I know, we don't look old enough...okay... so maybe some of us do!).

On the subject of long-standing clients – Carlisle were shortlisted for the IFSEC 'Event Team of the Year' award. This is, in no small part, due to our work with the MCC at Lord's Cricket Ground which, following on from our latest contract renewal this summer, will take our major match day relationship beyond 30 years (that's one hell of a lot of cricket!) – well done to every single one of you who has played a part in that success throughout the years.

The team have also been kept incredibly busy over Autumn supporting the Bus Replacement Team at Abellio (London-Surrey) led superbly by Karen Morrison who joined us to ensure effective rostering and operational support on some of the Capitals busiest routes. We also have a number of new routes (and some old 'returning' ones), so do please take the time to ask our resourcing team for details of forthcoming operations and opportunities to undertake Rail Replacement Coordinator/Bus Pilot training.

Talking of training – congratulations to all who have qualified as "Banksmen" throughout 2016. Thanks to this latest upskilling initiative, Carlisle have been able to provide some much needed support for one of our neighbours at Luton Airport.

Just goes to show – you never know where you'll see one of our team out there working hard and greeting all with a smile – be it on your travel around the UK Rail Network, visits to some of the country's highest profile sports stadia or even taking a holiday to get away from it (us) all!

2016 also saw some significant successes from our pushback team working on the LOROL franchise – recording yet another record breaking result when it comes to minimising ticketless travel on both the Classic (0.6%) and West Anglia Inner (2.57%) routes – all credit to Yolande Collins, Dan Abbey and the team of RPI's and Pushback personnel – let's see if we can beat those results again in 2017!

Great work also from our team at TfL who continue to lead the way in First Aid training for our Security Team across London and supporting their colleagues in undertaking apprenticeships and NVQs in Customer Service and Team Leading.

Finally – this latest update gives us the chance to formally welcome on board Terence Gustave who joined Gerry Achilihu and our team at Greater Anglia in July as the Assistant Contract Manager and congratulate a number of his colleagues there in their recent promotions – Daniel Kemp (our new Roster Clerk), Constantin Luchian and Raul Fable (Supervisors).



Thank you to Laura Edkins for the great photography of our Cheltenham Events Team during the recent Cheltenham Bet Victor Gold Cup.

CONTRACT SPOTLIGHTS

DIRECTORS OF OPERATIONS



SECURITY AND EVENTS NORTH WITH ROB PRITCHARD

I am delighted to announce that on the 1st September 2016 Carlisle Support Services commenced their new contract at the The Royal Wolverhampton NHS Trust, which is one of the largest acute and community providers in the West Midlands having more than 800 beds on the New Cross site including intensive care beds and neonatal intensive care cots and is the second largest employer in Wolverhampton the Trust employs more than 8,000 staff.

Upon settling in to our new environment; our new security team swiftly sprung in to action dealing with potentially a major security incident and then being recognised and nominated by the client which saw the security team winning the coveted Carlisle Superstar Award.

A special thank you to Adam Pearce, Paul Campbell, Lee Rowlands, Stephen Lloyd, Azeem Butt, Damian Corns who acted with professionalism and a dedication to duty in protecting the patients and staff in what was potentially a very volatile situation.

Management Appointments

In addition to the all the NHS staff that joined us on the 1st September; I would also like to welcome on board:



Pete Guild – Contract Manager (Midlands & Northern Region)

Pete has a wealth of security and loss prevention experience with over 15 years within the security industry.

His previous roles have seen him responsible for the UK's largest independent distribution company in addition to security retail environments.

Mal Johnson - Contract Manager for West Yorkshire Combined Authority

Mal is an experienced Operations Manager with a proven track record of success within the security industry. A strong pro-active leader, empowering staff to take ownership by providing training, coaching and mentoring to build cohesive teams to achieve service level agreements and client satisfaction.

Training & Development

Staff training and development continues to be at the forefront with Customer Service Apprenticeships now in place or in due process of staff enrolment since September 2016:

- Liverpool - 33 Personnel
- Yorkshire - 25 Personnel
- Midlands - 18 Personnel

A special mention also has to go out to all the Customer Care Officers at West Yorkshire Combined Authority and the NHS Wolverhampton Security officers who recently passed their First Aid & Fire Marshall Training and SIA Public Space Surveillance courses.



CLEANING WITH LES GARNETT

Following our client successfully retaining their franchise for a further nine years to provide rail and station services throughout the Greater Anglia network, we are pleased that our current contract supplying specialist cleaning teams has been extended to April 2017 while the tender process is undertaken.

Our teams headed up by Alex Orr will be increased by a further four mobile operatives conducting high level and toilet deep cleaning between Tottenham Hale station in the south and Cromer on the coast. They will service stations and will complement the twelve staff members already operating within the region.

The teams are trained and certificated to allow them to operate at a high standard be it high level access requirements, stone jet washing or toilet facility deep cleaning.

The mobile teams are supported by static operatives based at Norwich and Chelmsford stations during the passenger peak periods.

During our time operating with AGA, Alex has introduced a number of initiatives into the contract to improve our service delivery such as Sky Vacuums allowing the high level teams to operate more efficiently and improve productivity. This is along with ideas normally associated with airports and stores such as Happy or Not indicators, allowing our clients customers to provide feedback on restroom and toilet facilities.

This has provided invaluable information to our client and allowed us both to jointly plan the most effective approach within our service delivery model to individual locations, targeting times of the day our services are most needed.

Work-IT, our customised electronic management system is to be rolled out across the contract within the coming weeks which will allow our teams to provide the client with up to date information on completed and programmed work schedules along with customer satisfaction scores and photographic support information.

Alex also works closely with the AGA Asset Management Team overseeing and arranging large project works that currently sit outside our field of expertise such as stone floor brush hammering, sand stone cleaning and diamond polishing.



Mohamed Ben Seghaier completing high level window cleaning at Tottenham Hale Station.



Ewa and Tomasz Panek high level vacuuming using the sky vacuum.

CHARITY

ADRIAN WHITE



I'm delighted to advise you that following on from the vote across our contract management team we will be partnering with Alzheimer's Society for the next three years as our chosen corporate charity.

Alzheimer's Society was a clear favourite in the vote and with dementia impacting more and more people and their families it's something many people feel passionate about fighting.

The word dementia describes a set of symptoms that may include memory loss and difficulties with thinking, problem-solving or language. It is caused when the brain is damaged by diseases, such as Alzheimer's disease or a series of strokes. It's progressive, meaning the symptoms can gradually get worse over time.

So what happens next?

Having met with the charity, there are a number of initiatives we will be working on:

Dementia Friends Training:

The society will train as many people as possible to become Dementia Friends which will increase your awareness and

help people support people who suffer from it. A fascinating fact for you to consider, a person with Dementia could see a black mat outside of a retail store as a big black hole and would avoid crossing them. Would you know what to do in that situation?

Memory Walk

Memory Walk sees thousands of people raising money for a world without Dementia across England, Wales and Northern Ireland.

People of all ages and abilities can join in, from grandparents to grandchildren, and even furry four-legged friends. Everybody walks together to celebrate loved ones affected by Dementia, and raise money to reclaim the future.

We will support by participating and also providing volunteers to steward the event.

Elf Day:

Held on Thursday 15 December, Elf Day was a great way for our Luton based employees to get together to celebrate the festive season and raise vital funds for Alzheimer's Society.

We all dressed up, as shown opposite and sold a selection of some delicious Christmassy treats to our fellow Impellam colleagues. The steal of the show was certainly Farzana's samosas with all 50 selling within minutes.

The event really kick started our fundraising with over **£925 raised!**

Additional Support:

For the more adventurous of you, if you need a cause to run for the London Marathon or jump out of plane, now you have one! Should you wish to do anything for the charity personally or within your teams, we can provide you with all of the materials that you need, just contact Nicole Hodge via comms@carlisesupportservices.com

We are delighted so many of you selected Alzheimer's Society to support and encourage you all to get involved with our events over the next few months and years.

OPERATIONAL EXCELLENCE

PAUL TAYLOR

As discussed within the Roadmap Conference in October, we have been working on a Management Induction and Development Programme which goes by the name of Operational Excellence.

Since then, I am pleased to announce that we have successfully launched the Management Induction section of the program with a total of ten employees so far attending. The feedback received has been extremely encouraging and for the first time in many years we can now confidently start new starters on the right track and send them out into the field confident in the knowledge that they know how our business operates and what is expected of them.

Based within our Support Centre in Luton, the new employees spent the first four days of their employment meeting a selection of business functions, including:



A warm welcome to our newest recruits who will be the first to complete the Operational Excellence Training Programme.

Bottom Row (L-R):
Vipul Vadgama
Jim King
Lee Smallwood

Top Row (L-R):
Jenny Jones
Reece Coker
Paul Evans
Jan Cassidy
Rachel Huntington
Adam Pearce

The next stage was to create a Management Development Programme that will equip all managers with the right tools and knowledge to provide a consistent approach to management processes, values, behaviours and attitudes within the Carlisle Support Services business. It was also aimed at building a level of resilience and a solid platform for business continuity and people development within the current structure that clearly fits in to our Career Pathway initiative.

All line managers have been sent the full training calendar for 2017 which contains all of the training sessions available and the dates and locations of when and where they will be held. It can also be viewed here: <https://goo.gl/bRjlmF>

Module	Duration	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Leadership and Vision	1 day	31	28				29	11					
Motivation in the Workplace	1 day				04	12						21	05
Finance for Non-Financial Managers	1 day		23			25			24			23	
Performance Leadership	1 day			21	25			18		12			
Business Thinking	1 day					09	13			24	08		
Project Management	½ day	24			12			26			04		
People Development	1 day		21	07						26	10		

Module	Duration	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HR Toolkit	1 day			22			14			15			13
Managing Client Relationships Part One: Driving Customer Satisfaction	1 day	25			24			06			12		
Managing Client Relationships Part Two: Driving the Right Outcomes	1 day		14			18			10			30	
Social Media, Marketing and Business Development	½ day			09			08			07			07

At your next one-to-one with your manager, please discuss what training needs you have identified for yourself, or your manager identifies for you.

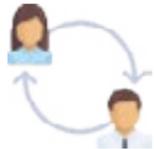
The first sessions have already begun, so if you identify a course that you believe would benefit your development, please speak with your line manager as soon as possible to arrange a place as spaces are limited.

YOU SPOKE, WE LISTENED

KIERON SLATTERY

You may remember back in October last year, we launched our second company-wide employee survey and just as importantly shared the final results with all managers.

In order to provide a baseline benchmark for future surveys of this type, we looked to concentrate on five key areas of recognised employee attachment:



Perceived Supervisor Support - the level to which an employee feels as though their line manager works to support and develop them.



Perceived Organisational Support - the level to which an employee feels as though the organisation where they work is sensitive to their needs and offers ongoing support to them - how well the organisation is seen to care for their wellbeing and values their contribution.



Perceived Organisational Engagement - This relates to the degree to which an individual identifies with and is assimilated into an entity / organisation.



Job Characteristics - These play a key role in allowing individuals to engage with an organisation. The key areas that are generally considered in this regard include tasks that make a meaningful contribution; the opportunity to utilise different skills; the range and variety of roles they undertake; the environment in which employees work; and the level of enriching or challenging work undertaken.



Reward and Recognition - fundamentally concerned with a sense of 'return on investment' - not solely financial but also through way of career opportunities and access to training and development.

49%

of recipients scored 'I feel proud whenever I hear - or read - positive news and/or statements about Carlisle' a nine or ten rating.

62%

of recipients believed that 'My job is important as it affects the well-being of other' by scoring this statement a nine or ten.

43%

of recipients believe 'I receive a positive level of support from my line Supervisor / Manager to effectively perform my role' by scoring this statement a nine or ten rating.

Carlisle strongly considers my own goals and values

In the last couple of years the demand for ad-hoc resource across our Retail and Events contracts has dramatically increased and we are also beginning to see a need for this solution on a number of our security contracts.

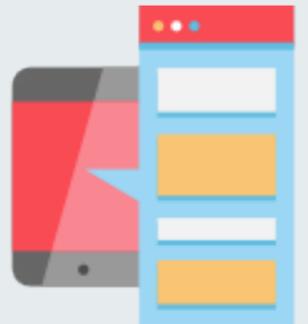
Having a local resource solution not only offers the client greater flexibility and improved service delivery but also provides a cost effective solution to them on projects where traditionally there are high associated travel and accommodation costs.

Increasingly we are seeing a developing pool of people looking for part time or short term employment solutions, essentially work that fits around their lifestyle.

Our strategy is to ensure we capture and engage this pool and embrace technology to support this.

We are currently in a **tender process to put into place a solution that allows us to 'vend-out' available bookings to our teams**, be that regular workers or people signed up for ad hoc local work. We are looking for a solution that provides the **end user an app which allows them to accept or reject bookings on the spot**, which then automatically fills the shift back at the support center in Luton.

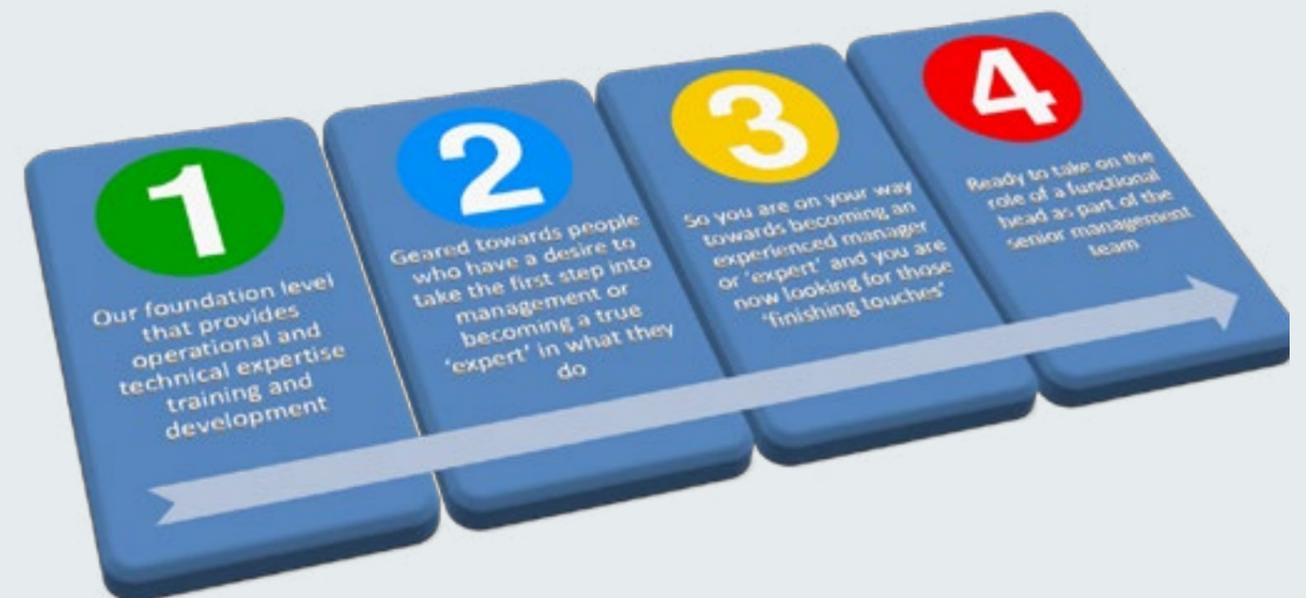
The new system will be put in place for Retail and Events initially but we will certainly keep in mind any benefits it could bring to our cleaning and security contracts.



If I continue to work hard for Carlisle I am positive that I will achieve a promotion in time

Whether you are joining Carlisle early in your career or at a senior level, we are absolutely passionate about ensuring that everyone is provided with clear direction and opportunities to continue your development. It is our promise to you that we will look after your career and open up new avenues for those who desire it.

The purpose of our new **"Exciting Futures Career Path"** is to allow you all to understand how you can forge a long and successful career with Carlisle. **Across four clear bands we have aligned our job titles to provide a clear and consistent grading of positions and thus promotion or development opportunities both upwards and even sideways into different business areas or divisions.**



COMPLIANCE CORNER

PAUL TAYLOR

Password security at work and at home

Passwords are an essential part of modern life. Every day we provide passwords as authentication to systems and services, both in the workplace and at home. A recent survey reported that UK citizens each had an average of 22 online passwords, far more than most people can easily remember.

With internet fraud costing businesses millions each year, I am particularly keen to ensure the integrity of our own internal systems and your individual security is protected.



Attackers use a variety of techniques to discover passwords. Many of these techniques are freely available and documented on the Internet, and use powerful, automated tools. Approaches to discovering passwords include:

1

How are passwords discovered?

- social engineering e.g. phishing; coercion
- manual password guessing, perhaps using personal information 'cribs'
- intercepting a password as it is transmitted over a network
- 'shoulder surfing', observing someone typing in their password at their desk
- installing a key logger to intercept passwords when they are entered into a device

2

The risk of using weak passwords

- people impersonating you to commit fraud and other crimes
- purchasing items online with your money
- impersonating you on social networking sites
- sending emails in your name
- accessing the private information held on your computer

3

Choosing the best passwords

Choose a password with at least eight characters (more if you can, as longer passwords are harder for criminals to guess or break), a combination of upper and lower case letters, numbers and keyboard symbols such as @ # \$ % ^ & * () _ +. (for example SP1D3Rm@n – a variation of Spiderman, with letters, numbers, upper and lower case). However, be aware that some of these punctuation marks may be difficult to enter on foreign keyboards. Also remember that changing letters to numbers (for example E to 3 and i to 1) are techniques well-known to criminals.

4

Looking after your passwords

- never disclose your passwords to anyone
- don't enter your password when others can see what you are typing
- use a different password for every website
- don't recycle passwords (for example password2, password3)
- if you must write passwords down in order to remember them, encrypt them in a way that is familiar to you but makes them indecipherable by others
- do not send your password by email. No reputable firm will ask you to do this

GOODBYE NICK...

MARTIN WOOLLAM



It is with a mixture of sadness and joy that I sit down to write this piece about a true legend of Carlisle's history - Nick Bowmaker.

Sadly, Nick retired from Carlisle in October last year after an astounding 37 years of continuous service. Think about that for a moment ... Nick joined when there were no Apple products, Nike hadn't been heard of and an Ipad was something doctors gave you for conjunctivitis!

Nick joined Carlisle on February 14th 2001 when Arriva sold their security and cleaning services business to Capital Security and LI Group cleaning. Previously Nick had started as a bus driver with the local Passenger Transport Executive, moving through various roles including inspector, response officer and was instrumental in the setting up of the control room for Merseyrail Electrics which he diligently managed for many years.

Nick was always cool, unflappable and has a very dry sense of humour. When I was given the "blessing" of managing MTL Security & Audit through the sale to Arriva and subsequent sale to Carlisle, Nick was a rock and someone you knew you could ALWAYS rely on. He was a barometer of fairness and impartiality and spoke the truth. He was my go to guy in the control room! Whilst you had to love them all for their strong personalities and immense knowledge base Nick stood out as a calming influence.

Nick will be missed greatly by all, not only as a loyal employee and outstanding performer but also for his amazing capacity to do crosswords!

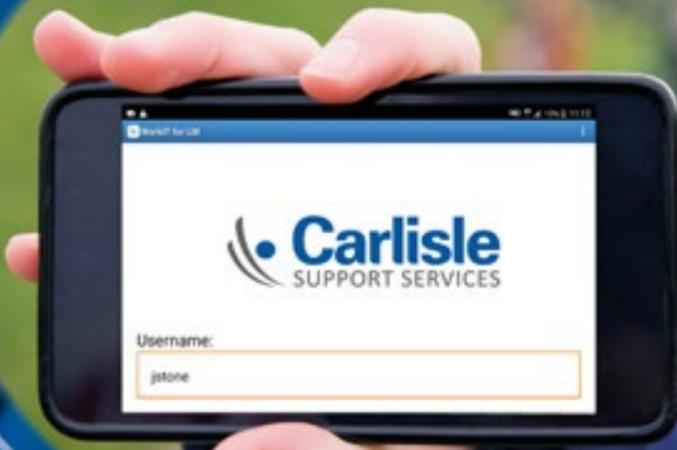
Of course, we couldn't let this momentous occasion pass by without marking this incredible achievement and so we held a presentation at Liverpool South Parkway – home of Merseyrails control room. Typical Nick was offered the day off and to just come in for the presentation but he worked through until the end!

Group Operations Director, Jenny Jones, was at the presentation and had produced a beautiful commemorative sculpture for Nick to mark this landmark date, she also used her considerable skills and experience in the field of catering to feed the many members of staff who turned up to wish him well. Nick received a hamper of puzzle books and of course Nick's favourite- a shed load of sweets!

It was a lovely celebration of an extraordinary career with a power point of Nick's life and his line Manager Jeff Higham reading our tons of emails from those who couldn't be there on the day. For me the highlight was a present made for Nick by way of a scrap book with pictures of all the people Nick had worked with over the years. A truly unique gift which all who attended loved reading. Well done Lyn Brown for all your hard work and effort.

We wish you all the best in your retirement Nick.

Our Work-IT workforce management system and reporting suite provides instant works completion, fault rectification and attendance verification



WORK-IT FEATURE

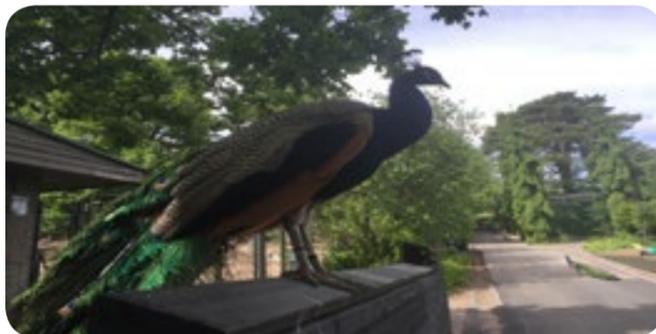
JOE STONE

I've always had a passion for technology and embraced innovation in my day to day life.

You'll frequently find me using an iPhone, reading a Kindle or fixing someone's laptop for them. So when I was offered the exciting opportunity by our Managing Director Paul Evans to get involved in one of Carlisle's key innovations, **Work-IT**, I jumped at the chance. What I didn't anticipate was a "Grand Tour" (without the three bumbling idiots in supercars) involving a trip to Scandinavia, three months based in Birmingham, visits to some of our greatest cities and a massive amount of personal and professional development.

For those that haven't come across Work-IT yet; it is an industry leading innovation for bespoke mobile reporting solutions, a way for us to move forward from the Dark Ages of filling in mountains of paperwork to the present day where it is possible to do your grocery shopping and read the tweets of your favourite celebrities, all while you are sat on the loo.

Rewind to a few short months ago. Work-IT was in its infancy, trialed on a small scale with a few key contracts. However, the ambitions were huge and after signing a new contract with London Midland the systems team began to work in earnest on a behemoth of an app with an ever looming deadline for rollout. This is where my journey started, a few conversations later and I was invited to Finland alongside my colleague Patricia for training with our chosen software supplier Reslink Solutions, with a view to me helping on this project.



An early morning flight from Heathrow and we arrived bleary-eyed in the surprisingly sunny and stunningly beautiful Helsinki. Two intense days of training and a reindeer burger (sorry Rudolph!) later we were bursting at the seams with ideas and features to build in to our fledgling app. Time was tight and there was still so much to do, you don't appreciate how much work goes in to a project like this until you experience it first-hand. The project began to take shape as we set about developing the app, configuring the phones and planning the training and logistics of it all. Although we did receive a few bemused looks from our colleagues, the smartphones we were using on this project had a rather conspicuous thunder clap sound when you turn them on, which can turn heads when it happens to be in an open plan office. Then, with just two weeks to go until full roll out and the first few operatives already trialling our app, I was presented with a very interesting assignment.

Could I join the London Midland team for the first three months to bed in the app and help with the re-mobilisation which accompanied our new contract with the client?

This would mean relocating to some newly acquired office space we shared with our sister company Blue Arrow in Birmingham and joining a team I had little or no dealings with before. But it was an opportunity too intriguing to spurn despite any trepidations I had and, looking back, the beginnings of a fantastic three months of my career.

Everyone from the management team; Chris, Kaye, Rado, Jude, Ciprian and Sab, to each cleaner and operative I had the pleasure to meet was friendly and welcoming and each day challenging and different. There is such a varied mix of people that work for Carlisle, which can make rolling out an app on a smartphone an interesting prospect.

There were those giving suggestions and asking for features to people on the other end of the spectrum that have never used a smartphone before. To be honest I didn't realise Nokia 3310's were still around until I witnessed one with my own eyes!

Overall the app has been well received and we have learnt a great deal, using the app in ways we did not imagine before the project started.

It doesn't stop there.

My Work-IT journey has since taken me to visit clients across the country; Birmingham, Liverpool, Manchester. In fact I am writing this on my way back from a visit to the Supreme Court, located in the shadows of the Houses of Parliament, after spending some time discussing how our Security team can fulfil their promise to go paperless in the coming months.

And now I'm back where it all started (albeit I've moved along a couple of desks) at our Head Office in Luton, wondering where the last few months have gone, but with a huge amount of job satisfaction and looking forward to the next project or ten that is in the pipeline. Whether this is Work-IT or one of the other innovations that Carlisle is striving to bring to the industry.



Work-IT coming soon to a contract near you...

"We adapted Work-IT in a way that really changed the landscape of how we run the contract. I would create documents such as welfare 1-2-1's, station feedback forms, holiday and uniform request forms, and Joe would find a way to incorporate them in to Work-IT. We even rolled out Toolbox Talks through it. No longer was there a need to travel the 220 mile network to visit all 108 employees to retrieve a holiday request form or deliver a training session"

Chris Gibbs, Contract Manager for London Midland

WORKING ACROSS BOUNDARIES

IMPELLAM GROUP



INTRODUCTION TO WAB

A key strategic priority for Impellam Group is a focus on collaboration. By 2019, we will fill 50% of our addressable Managed Service spend through our specialist brands and 25% of our Specialist Staffing customers will buy services from more than three Impellam brands.

In a concerted effort to drive the sharing of clients across all brands within Impellam and to build on the Group's vision of being the 'world's most trusted staffing company', the senior teams of each brand have committed to working collaboratively in order to make this all possible.

To support our focus on collaboration across the Group, we are requesting, when appropriate, that you ask your clients what other recruitment needs they may have that could be passed on to other Impellam businesses.

This programme is sponsored by Julia Robertson, Group CEO, and will be high on the Board's agenda, so this the perfect time to make a name for yourself.

WAB'S PREVIOUS SUCCESS

"For many years SRG had adopted the Working Across Boundaries (WAB) concept, which generated outstanding results and greatly improved collaboration between the different SRG divisions. Expanding WAB across Impellam seemed like the obvious next step and I have been delighted with its success and how enthusiastically it has been embraced by the Group as a whole. Since launching WAB across Impellam in October 2015 over £2,000,000 of GP has been generated, which is a true testament to the level of support we have shown for each other's businesses. We may be from a diverse range of brands but we are from the same family, so let's continue to feed family first!"

Kelly Morton, SRG, Director



THIS YEARS SCHEME, RULES OF ENGAGEMENT

The scheme will cover the following lead types and achievement qualifications:

WAB

Brand to brand, consultant to consultant specialist staffing leads

Quarterly WAB Winner

Prize for most successful consultant

Annual WAB Winner

Prize for most successful brand based on number of successfully placed leads

Managed Service Prize for leads that are converted into large scale solutions

To re-launch the scheme we have reintroduced the £1,000 reward for the first 10 placements made between brands.

Deal value	Reward
Below £1000	£100
£1000 - £2000	£200
£2000 - £3000	£300
£3000 - £4000	£400
£4000 - £5000	£500
£5000 - £6000	£600
£6000 - £7000	£700
£7000 - £8000	£800
£8000 - £9000	£900
£9000 - £10,000	£1000
£10,000+	£1200

The launch reward and the ongoing scheme will be paid out if the following steps are followed:

- Lead details should be sent to the WAB email address WAB@Impellam.com
- Once the deal is complete and started, the manager or director will send an email to the WAB email address confirming the validity of the placement
- For the ongoing scheme the rewards will be funded by the brand that receives the lead, the first ten placements scheme will be funded centrally

WHAT DO YOU NEED TO DO TO BE A CONTENDER



Ask your clients what other recruitment needs they may have that could be passed on to other Impellam businesses



Email the lead to WAB@impellam.com



Keep collaborating



SUPERSTAR AWARDS

PAUL EVANS

We are thrilled to present the winners of our Q2 and Q3 Carlisle Superstar Awards. Each of these nominations, whether individual or team, has been selected by their management as truly setting an example for our business and matches exemplary effort against one of our four core values.



Customers at the Heart



Sector-Based Experts



Caring passionately for all



Promise-Based Culture

Please join us in congratulating every one of our colleagues for their outstanding efforts throughout 2016.

Quarter Two Highly Recommended & Winners



Daniel Baker
Arriva Rail London

Caring passionately for all

Nominated by Adams Daniel, Revenue Protection Manager at LOROL for your actions in regard to a distressed passenger who was intent on causing harm to himself. Also your prompt action averted considerable disruption to the service.



Andy Rookyard
TransPennine Express

Sector-Based Expert

Nominated by Gary Dixon, Neighbourhood Nuisance Anti-Social Behaviour Officer for working in partnership with Hull City Council. The evidence provided has resulted in over 50 cases going before the courts in which the client were granted either ASBO's or injunctions.



Stacey Cowley
TransPennine Express

Customer at the Heart

Nominated by Sean Folan, Customer Service Team Leader for your assistance on a very challenging day when Anglo Scott had issues and commended you for your professional performance.



Paul Manning
Transport for London

Promise-Based Culture

Nominated by Donald Graham, Contracts Performance Manager (TfL) for your pro-active and intuitive management on the TfL contract, delivering a service with confidence and expertise.



Stewart Smith
Head Office

Promise-Based Culture

Nominated by the Retail Management Team for the exceptional management support that you provided over a extremely busy May Bank Holiday.

Terry Foster
Transport for Greater Manchester

Caring passionately for all

Nominated by Nick Rose, Duty Supervisor (City Group) for your swift action after a fatality at Shudehill Interchange, taking charge of the incident and ensuring that the minimum disruption was caused.



Raphael Wilson
Twickenham

Customers at the Heart

Nominated by Charles Tackie, Operations Manager for your excellent performance at Twickenham, when you had to step up and manage the event when other team members failed to attend. The client was especially impressed with your attitude and capability.



SUPERSTAR AWARDS

PAUL EVANS

Quarter Three Highly Recommended & Winners



Dennis Atkinson & Brian Day
Merseyrail

Caring passionately for all

Nominated by Michael Locke, Merseyrail Assistant Station Manager for their prompt first aid medical assistance for a passenger suffering with a suspected heart attack.



Aafreeda Merican, Gabriel Idowu & Asia Uddin-Choudhury
Events Team

Customer at the Heart

Nominated by Jason Dyett, Abellio Commercial Services Manager for their exceptional performance over a five week period delivering rail replacement services at Stratford bus station.



Paul Campbell, Lee Rowlands, Stephen Lloyd, Azeem Butt, Damien Corns
Wolverhampton NHS Trust

Sector-Based Experts

Nominated by Paul Smith, Wolverhampton NHS Trust Security Manager for their swift and sustained response to a critical incident on the end of life ward, supporting the hospital staff and the West Midlands armed response team.



Daniel Blear
TranPennine Express

Sector-Based Expert

Nominated by Steve Cere for demonstrating a high level of flexibility by stepping forward and volunteered to job switch for a month to cover the annual leave of a fellow employee.

Matt Day
Head Office

Promise-Based Culture

Nominated by Martin Woollam, for your continued support and commitment. In particular the many hours worked completing the pricing for TPE, TFL, LOROL and Liverpool University.



Elen Roberts
Transport For Greater Manchester

Caring passionately for all

Nominated by Terry Foster, Team Supervisor for your exceptional reaction to a serious assault involving a vulnerable young person. Elen took full control of the situation, before the police arrived to arrest the suspected offender.

Lesley Skinner
London Overground

Customer at the Heart

Nominated by James McClelland, Contract Manager for your excellent performance as a Supervisor on NXGD contract and for always putting the clients priorities above your own and for delivering a first rate service to the team.



Robina Shafi
WYCA

Customer at the Heart

Nominated by Liam Needed, Bus Station Manager Castleford & Pontefract for your excellent performance during a station closure at Huddersfield Bus Station.



Steve Cere
TransPennine Express

Customer at the Heart

Nominated by Paul Evans and Martin Woollam for your on-going commitment to the development of the TPE relationship



Martin Woollam
Senior Management Team

Promise-Based Culture

Nominated by Paul Evans for your exceptional performance during the re-tender process for CSS.



**IT'S
COMING!**



**INVESTORS
IN PEOPLE**

**WE'VE SET THE
GOAL AND WE'RE
GOING FOR GOLD!**

COMING TO A COMPUTER NEAR YOU IN FEBRUARY.