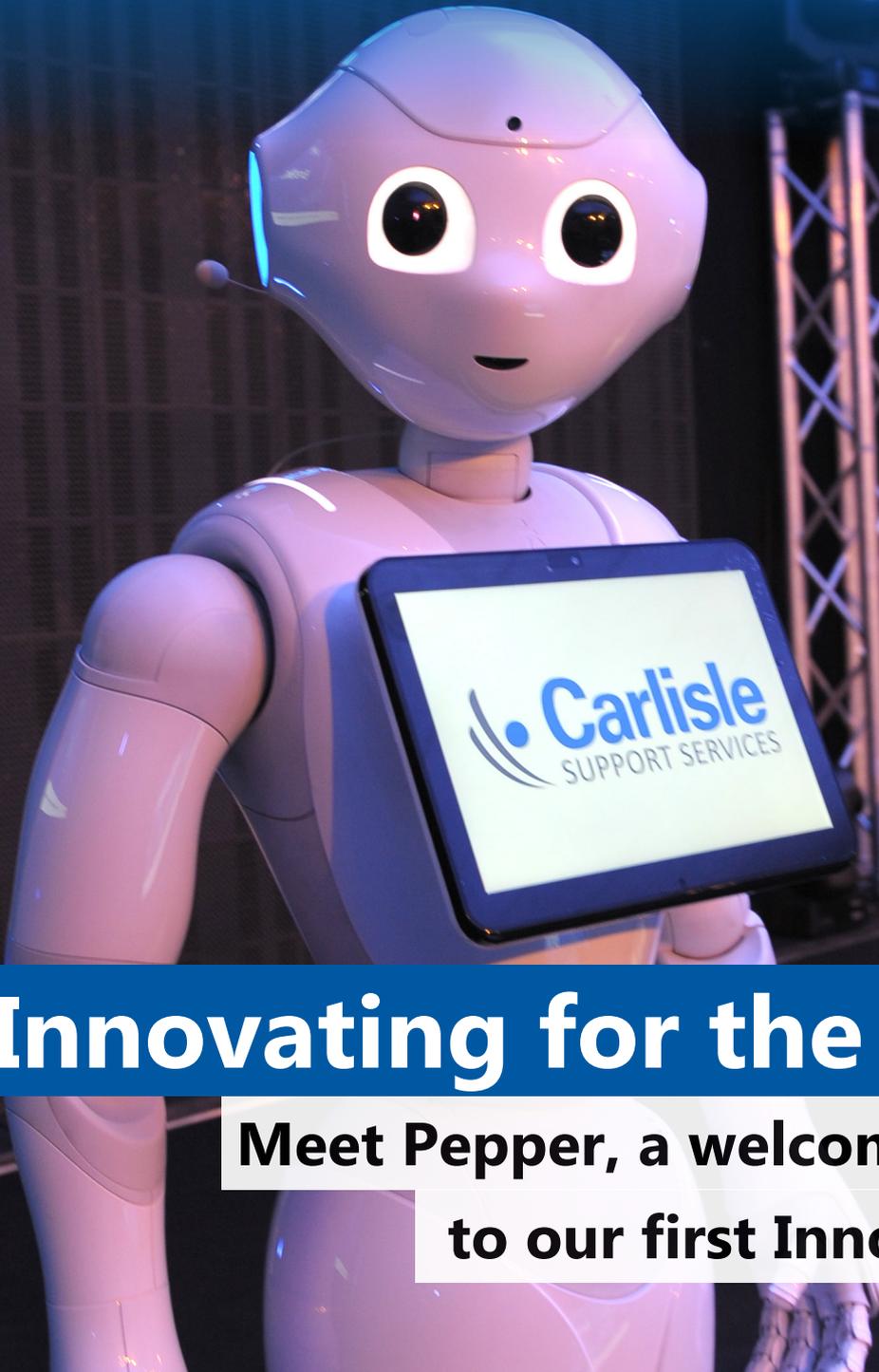


InTouch

Connecting Our People



Innovating for the future
Meet Pepper, a welcome addition to our first Innovation Lab



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Contract Wins
A warm welcome to our new clients



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Annual Superstars
Celebrating and recognising fantastic achievements



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Meet Raj
Our Head of Resourcing



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WELCOME LETTER

Since the last edition of InTouch, there has been so much that has occurred within Carlisle Support Services. It is so pleasing to see the extent of the hard work and efforts being put in by all areas of the Carlisle family. I personally want to say thank you to all of you for this amazing level of commitment and focus on ensuring Carlisle continue to develop and grow.

In our **Events** division we have seen our previous leader of this division, **Kieron Slattery**, move on to take up a new role as Senior Security Manager working directly for one of our valued clients **Tottenham Hotspur FC**. To support the need to replace Kieron, we appointed **Carl Taylor**, Sector Director – Events, to be responsible for driving forward our growth of this division.

Over the last few months, we are proud to have been awarded Security and Stewarding contracts with Tottenham for their new stadium which I am sure you will agree is going to be one of London's most iconic venues for years to come.

Another iconic venue to join our Events division is **Ascot Racecourse** where we will now provide 24hr Security and Race Day Event Stewards. This new contract, also saw **Jason Taylor** join us to take over the strategic development operation for our operations in the horse racing world, therefore assuming responsibility for **Cheltenham Racecourse** as well. In March we delivered another Cheltenham Festival which culminated with a Gold Cup day that saw us deploy more than 300 Security and Stewarding personnel.

The **Retail** division has started 2018 in superb form and is now delivering merchandising and store support services to some of the UK's leading retail brands. The last few months has seen our team members working in every area of the country and this has allowed us to create a stronger operational bond through our **Project Engage** initiative whilst still providing regular work for our experienced workforce.



Paul Evans,
Managing Director

It is clear to see that the retail landscape will continue to change at a pace as the effects of the online phenomenon are felt fully. To this end it is vital we continue to deliver solutions that allow retailers to outsource their project requirements to Carlisle with confidence that we will be able to supply labour that is both local and skilled in merchandising.

In January it was great to host our first **Innovation Lab** day, of which I am confident will be the first of many more to come. This day allowed our clients, managers and external suppliers/industry experts to come together to talk about how we continue to challenge the norms in the different sectors we operate within. Attended by over 160 people the day proved to be a great success and I am proud of the discussions/projects that have come from this day in terms of new ideas and concepts that will help our front-line teams deliver service excellence.

On the evening of the Innovation Lab we hosted our 2017 Annual Employee Reward and Recognition Awards. This is the part of my job that I love the most. Throughout the year I have so much pride in going out to meet our people who have done heroic and amazing acts during their roles on the front-line line. Therefore this evening is the pinnacle of the **Carlisle Superstars** recognition scheme that sees the quarterly award winners invited to join the entire business at our red carpet black tie event. Congratulations to all of our 2017 winners!

One of the movements we at Carlisle are keen to continue our support for is the **Living Wage Foundation**. Championing the story to convince our clients to improve wage rates across all of our sectors, we are keen to engage in discussions that allow us to promote the benefits of moving our employees up the wage ladder. We have some real tangible success stories from clients who have done this that have seen productivity and performance levels increase. In support of our desire to be involved, I am very proud personally to have been asked to sit on the leadership committee for the foundations' Recognised Service Providers.

I hope you find this edition of InTouch interesting and I would love to hear any feedback or ideas you have about how we can continue to make Carlisle even better for both yourselves and our clients likewise. All the best to you and your families for the remainder of 2018.



Raising awareness of Mental Health

Mental Health is a topical issue at the moment, if you think about it, we all spend a significant amount of time at work and inevitably, there will be times when, for work or personal reasons, we could suffer from mental ill-health.

According to the charity Mind, 1 in 4 people in the UK will experience a mental health problem each year, and it can affect any one of us.

We both attended the two day course hosted by MHFA England and we are now certified Mental Health First Aiders. This means that we will act as a point of contact if you, or someone you are concerned about in your team, is experiencing a mental health issue or emotional distress. It is important to note, however, that we have not suddenly become therapists or psychiatrists, but what we can do is give you initial support and signpost you to appropriate help if required.

This course has helped us to demystify mental health. The word 'mental' is often used negatively and associated with madness, when actually it merely signifies a state of mind. Mental ill-health can happen, at any time, to anyone. It can happen for a range of reasons, maybe as a result of stress at work, or it can be for personal reasons.



**Melanie Gilbert and Amandine Timbers
HR Advisors**

It is important to know that when it does happen, it is usually temporary and there is various help and treatments available. It was such an encouragement to see other participants open up about such an emotive subject, which used to be a taboo not that long ago. However we still have a long way to go to remove the stigma surrounding mental health, especially in the workplace where we have such high expectations of each other.

We have made a joint promise to promote a culture whereby mental health is not stigmatised at Carlisle, and we will actively raise awareness by providing training to the line managers on mental health issues, how to avoid them deteriorating and how to support our employees to be at their best at work.

**For further information, visit:
<https://www.mind.org.uk>**



Proud to be Northern Awards

Congratulations to Russell Whincup and Arun Wilson from our Northern Rail contract who have been shortlisted to the final three for the 'Proud to be Northern' Awards.

Entered into the 'Halo' award category, their nomination related to an incident when they took decisive action concerning an unstable gentleman who was threatening to jump onto the railway track at Wakefield Kirkgate.



A warm welcome on a chilly winter's day

Back in December, Our Managing Director had the pleasure of meeting Damas Balabu, Tabsum Chwohary and Abdoul Diallo who are Revenue Protection Inspectors for our Arriva Rail London contract.

The team are responsible for helping customers to use ticket machines and also monitor and manage the station gate-line in a friendly and professional manner.

News in brief

GLADIS

As part of our commitment to 'Developing Exceptional People', every employee can now access our Global Learning and Development Information System, GLADIS. The portal provides you with a great way to learn at your own pace and gain more experience of subjects such as Word, Excel and PowerPoint, as well as subjects like Customer Service, Time Management, Communication and Health & Safety. There is a very comprehensive course library that is easy to navigate and it's completely free.

You may already be enrolled onto GLADIS but haven't yet managed to log on, that's OK, just follow this link to reinstate your account:
<https://impellam.litmoseu.com/home/dashboard>

If you are not already enrolled onto GLADIS, please drop a line to our Training Manager, Colin Williams on colin.williams@carlisesupportservices.com, who will set up an account for you.

WELCOME TO THE WORLD

Congratulations to Operations Manager, Nick Roper, and his wife on the arrival of their beautiful baby girl, Amelia Lilly.



IN REMEMBRANCE OF JANE MAROUF

We were so sorry to hear of the passing of Jane Marouf, a talented member of the Retail Merchandising Team.



"Jane was a colleague and great friend to many. She loved to laugh, joke and have the odd tippie, she was a kind hearted lady who always made time for you and nothing was too much trouble. Jane will always be part of Carlisle family and will be sadly missed by all"

Janet Billingham
Operations Manager



Adrian White
Director of Operations
Retail and Events



Rewarding times for Carlisle Retail

We have seen a very busy start to 2018 on Retail, particularly with Bunnings and Sainsbury's. In addition to this, we have also started working with Morrison's on their fresh look programme.

Morrison's represents a great opportunity for us to grow our Grocery offer and the last few months we have spent time building a great workforce for this account. To date, we have completed three schemes in Sheffield, Peterborough and Telford. Having been heavily involved with this contract I wanted to say a big thanks to all of those that have worked with us on this account to date. Over the course of this year, we will be completing over ten store refits.



As many of you will have seen the start of this year has been a turbulent one for the Retail industry, with well-documented challenges in Maplins and Toys R Us, along with significant redundancies in some of our key clients store development teams. In addition to this, the retailers in DIY continue to re-evaluate the size of their estate and investment strategies.

Often these changes can mean more opportunity for us, but they can also mean reduced workload. To combat this we continually re-evaluate our service offer, client base and cost base and this year will be no different. We are keen to reduce our travel and hotel spend in order to put more money in the pockets of our teams and be more competitive in the marketplace to secure more work.

But we are in a good place, our client list is impressive and we have good visibility of the year ahead and the opportunities we have ahead of us.

This year has also seen the launch of 'Core of Carlisle', a scheme designed to reward those that have done a good job or go over and above the call of duty. There have been some great stories shared as a result of the scheme and it's great to see Janet, Mike and Nick out and about presenting these awards.

Sales Support continues to grow its client base and the focus on merchandising services has paid off in Bunnings. All of the team have now completed the Bunnings In-Store Merchandiser Accreditation Scheme, which is needed to complete the call-in stores on the behalf of suppliers. Well done everyone!

So how are you finding Concur?! I know it has been a learning curve for a few of you, but most of you have quickly adapted to the new system, which has cut down on paperwork and once completed it should result in a speedy payment of your expenses.

Finally, I wanted to recognise the work of our Team Leaders. I have been lucky to spend a lot of time with many of you over the last three months and it has been great to see the professionalism shown by so many of you in the way you deliver projects, embrace new initiatives and offer constructive feedback. As the market continues to evolve this role will continue to grow, so not only do we need to ensure we support and develop the role, we also need to identify the next generation of Team Leaders, and these will both be at the forefront of our plans going forward.

Thank you all as always.

Adrian



The Morrisons Dream Team at Malvern



Mike Brett receiving his Client Testimonial Spot Prize



Nick Roper awarding Alan Black a Core of Carlisle prize



Janet Billingham recognised for being a Sector-Based Expert

News in brief



Welcome to our latest members of the Operational Excellence Training Programme.

Great to have you on board:

- Dean McCormack, Contract Manager, WYCA
- Will Smith, Regional Contract Manager
- Naheema Ali, Recruitment Consultant
- Malcolm Snellin, Security Supervisor, Ascot Racecourse
- Warwick Holmes, Business Development Manager
- Kevin Bordessa, Contract Supervisor, Jaguar Land Rover
- David Evans, Contract Manager, Eurotunnel

PROJECTS UPDATE

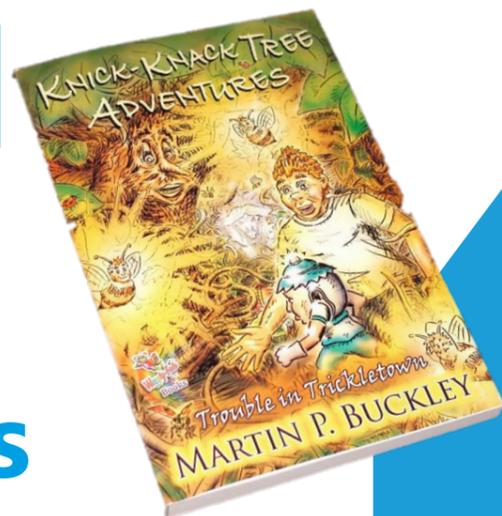
There are lots of developments to look forward to over the coming weeks and months to enhance our suite of IT systems, including Work-IT, Engage-IT and Visit-IT.

- A Timegate upgrade took place in March
- Engage-IT Portal upgrade took place in April
- Implementing Sick Pay Rules in Timegate
- Visit-IT forms being uploaded to our Visit-IT dashboard
- Timegate Recruitment Pack

If you'd like to receive any further information, please do not hesitate to contact the Projects Team on CSSSystemsDL@Impellam.com.



Martin Buckley
SIA Security Officer,
Cheltenham Racecourse



Knick-Knack Tree Adventures

Book Writer, Illustrator, Quality Manager, Graphic Designer, Dental Technician, Model Maker, SIA Security ... the list goes on! But who am I really?

I have a gift, it is a gift which many of us have, but it is how we decide to use it, when we finally realise that it really counts.

My gift is Dyslexia! Yes, Dyslexia to me is a gift.

However, it does come with its downsides! I can't spell to save my life, I can't remember people's names from one day to the next, the last book I read was 'Paddington goes to London' when I was 19 years of age and when I am receiving a security brief I always have to read the briefing notes afterwards, just to make sure things have really sunk in! Dyslexia does have its problems but the key is to learn how to cope. then once you have mastered the art of coping you can begin to blossom the talents dyslexia might bring to you and use them to your advantage.

Dyslexia gives me creativity and I have used it to write a book – a children's illustrated novel.

The idea began a decade before a Novel had even been thought about. A bedtime story was needed one night, in a holiday cottage in Port Isaac, Cornwall – and with no books around there was only one thing to do: make one up.

The Knick-Knack Tree Adventures' were born, and there was no turning back. The task seemed endless; in fact, it took almost 2 years to write and then I decided to illustrate it. Eventually, the story was complete. The first Knick-Knack Tree Adventure had arrived: Trouble in Tricketown.

Now all I need to do is find someone to sell it!

At the end of the book, there is a message for children the world over, about secrets and bullying. Is there anyone out there reading this fantastic InTouch magazine who can help spread this message and make things happen?

I take every opportunity I can to tell others my story. Talking to children who have dyslexia and to see the smile on their face when I am signing their book and then tell them I have dyslexia too. I would walk a million miles every time just to see it.

Visit: <http://martinbuckley.wix-site.com/theorangeenvelope>



The Beast from the East

Blizzards, strong winds, drifting snow and bitter cold caused huge disruption as the weather system nicknamed the "Beast from the East" combined with storm Emma created some of the most testing weather experienced in the UK for years.

A huge thank you to all the Carlisle Support Services employees who made every effort to make it into work. It made us so proud to hear how people had gone that extra miles literally to get in to ensure they could continue to deliver for our customers.



PORTSMOUTH INTERNATIONAL PORT & MMD SHIPPING

"Well done to the team at Portsmouth International Port & MMD Shipping for all helping to keep the Port & Shipping operational through difficult times, too many staff to mention but I wanted to pass on my thanks to them all as well as our clients appreciation. Well Done Team."

John Angel, Contract Manager

WEST MIDLAND TRAINS

"It was great to see and work with Carlisle Cleaning colleagues helping to clear the local station of snow and ice on a very cold bitter March morning- Top marks to Glen and Lisa Snowdon!"

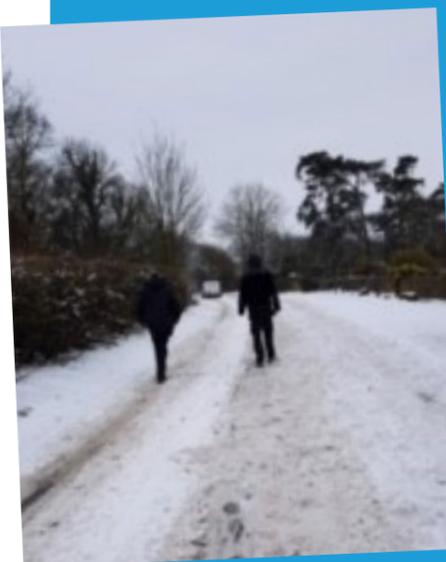
Simon Burgess, Service Quality Auditor



RETAIL

"What sort of day did you have? Try this one: You are in Frome, it is late, you've done a day's work, it is snowing and you have a 200 mile drive home to Liverpool- What do you do? Get on the road ASAP? Not if you are a Carlisle Merchandiser. You stay and help other motorists get on their way first and then you go. Chris Lucock, John Cromer, Leon Coakley and Dave Williams, you are absolute Superstars. Well done all."

Adrian White, Director of Operations



Superstars Awards

Superstar Awards Quarter 3 and 4

Quarter 3 and 4

AND THE **WINNERS** ARE...



Q3 Caring Passionately For All

WINNER: Callum Bavin, Wolverhampton NHS

On duty at the Royal Wolverhampton Hospitals NHS Trust, Callum saved the life of a person who had decided to end their life by jumping from the site's multi-storey car park. Callum was first on the scene and engaged the clearly distressed individual. After a period of prolonged dialogue, Callum had managed to talk the individual to see that life was precious.



Q3 Customer at the Heart

WINNER: Mohammed Javed, Northern Rail

Mohammed went above and beyond in supporting an elderly and worried passenger who was nervous about travelling to meet her sister, and more so about struggling with her luggage and bearings when getting back to the station. As a true star, Mohammed found out when her return train was due and met her off her train to ensure she was not distressed.



Q3 Promise-Based Culture

WINNER: Alex Orr, Greater Anglia

Alex has been praised by many of his peers within the business for his efforts in mobilising our Greater Anglia contract. Add to this the achievement of way above the benchmark for excellence on the customer focused audits; what a truly awesome job Alex has done.



Q4 Sector-Based Expert

WINNER: Andy Begg, Ray Jefferies, Christian Ayling, Shane Adams and Jack Dodson, Eurotunnel

Congratulations to the team who displayed true sector-based expertise by reacting positively and promptly to a health and safety situation on site.

Q4 Caring Passionately For All

WINNER: Sylvia Carrol and Jay Butler, Merseyrail

While attending Maghull Station for a routine visit, Jay and Sylvia were presented with a man on the floor, being given CPR. Both helped to control the situation and the crowd of people in the vicinity. They were calm throughout and helped as the man was given a shock back to life.



Q4 Customer at the Heart

WINNER: Ciprian Rusu, West Midlands Trains

Ciprian was praised for his consistent approach to working on this contract. From the very beginning, he has stood out among others for his dedication, professionalism and constant hard work ethic. It is great to see how he has developed within Carlisle and continues to apply the same enthusiasm and dedication to the tasks at hand.



Q4 Promise-Based Culture

WINNER: Malcolm O'Keefe

Mac only joined the team at Peel Ports in September, however, in this short period of time he has made such an impact that the client, Dave Galt stated that he is the best Contract Manager they have had in the life of the contract. His efforts will result in the port security becoming more effective than ever before.



Q4 Sector-Based Expert

WINNER: Nicole Baker, Marketing

Since joining Carlisle the way in which Nicole has shown her value as a true 'Sector Based Expert' for her marketing flair and skills has in no small way meant our brand looks fantastic in every way it is portrayed. Whether it be In-Touch, Social Media or just supporting the bid team her work is vital to the day to day business operations of Carlisle.



Sector Directors
Jamie Hatfield, Adrian Canale,
Carl Taylor and Jason Taylor

Contract Wins & Partnerships



Lee, Len and Ian with Adrian Canale

Leonardo MW warmly welcomed to our Manufacturing portfolio

Leonardo MW is a consolidation of four previously separate and autonomous limited companies; Selex ES, Agusta Westland, DRS Technologies UK and Finmeccanica UK. The progressive integration of which was completed with effect from 1 January 2017.

The sites manage the design, development, test, production, support and sales of the most completed range of rotary aircraft available for commercial, public utility, security and defence use.



Our workforce of 101 employees are responsible for the provision of security, administration and reception services across their seven UK locations:

- Basildon
- Bristol
- Luton
- London
- Southampton
- Edinburgh
- Yeovil



Since August we have been actively expanding our events portfolio. A number of the great venues we now supply to include:

Ascot Racecourse

Going into 2018 as a service provider to Ascot Racecourse is very exciting for Carlisle Support Services, explains Jason Taylor, Sector Director – Events.

“As a client, Ascot Racecourse is often seen to be the benchmark for many of the large independent racecourses globally and events venues within the UK, known for its attention to detail, seamless delivery and emphasis on customer experience.

For Carlisle Support Services, as a major customer facing service provider, we are pleased to have been recognised as a supplier of choice to support the venue in delivering key elements of the security and stewarding operations to ensure safety and security of the patrons, brand and facilities.

Our first deployment in February was very successful and I would like to thank all those who delivered such fantastic service on the day.

When coupling the prestige of Ascot Racecourse with that of Cheltenham Racecourse, Carlisle Support Services is now the supplier of choice for Manned Guarding, Event Security and Stewarding at two of the most prestigious racecourses in the UK.”

Jason and the Events Team are keen to hear from anyone who may be interested in working at the venue on Ascot Racedays or at Royal Ascot. Please contact the team on the following email address for further information: eventsteam@carlisesupportservices.com

Battersea Park Fireworks

A huge thank you to the 333 staff that supported the UK’s biggest firework display toward the end of last year, it was truly spectacular and you all did Carlisle Events proud!



Towering growth in Manchester with launch of partnership with MJ Mapp

Thursday 1 March saw the start of our new partnership with MJ Mapp at their iconic building in the Piccadilly Gardens area of Manchester

City Tower offers the highest office space in Manchester, with some of the finest views of the city; the 28 floors of high specification office design offer a unique outlook on Manchester.

We are so pleased to welcome our new security and cleaning teams to the Carlisle family. Despite the horrific weather on the contract start date, the team were ready and waiting to tackle the day ahead.

On behalf of Adrian Canale, Sector Director and Nick Cooper, Director of Operations, thank you to everyone who supported the mobilisation.

An extra special thank you, however, must go to our new security and cleaning supervisors, Sam and Steve, (pictured above) for their support throughout the mobilisation. From collating uniform sizes to coming in on their days off to attend meetings, they have been true superstars.



Our partnership with Arriva Rail North (Northern) continues, as we extend our services to also include Depot and Counter Terrorism Security across key risk areas of the network.

A warm welcome to the routine depot security teams joining us from:

- Heaton
- Skipton
- Blackburn
- Newton Health
- Neville Hill
- Leyland
- Preston
- Allerton

Also to the Counter Terrorism Patrols from:

- Manchester Victoria
- Manchester Oxford Road

Jamie Hatfield, Sector Director, added:

“In early 2018 we were delighted to welcome the depot security and counter terrorism patrol teams to our Arriva Rail North account. This is a great addition to the service we provide and a testament to the good work done over the first six months of the revenue contract.”

greateranglia



Retaining Contracts by Adding Value

The last year has been a whirlwind of retenders for the business with a number of key contracts up for grabs. Retenders are always a worry with the extra pressures of an increasingly aggressive market demonstrating contracts changing hands for unsustainable margins and undeliverable solutions, but, the cruel fact is, when it's gone – it's gone. Years of hard work and relationships can be shed in the blink of an eye so it was always going to be tough.

2017 saw the following contract subject to full open tender for Merseytravel, Merseyrail and UK Supreme Court. As well as key decisions and potential turning points for London Midland, Arriva Rail London and potentially East Midland Trains transitioning franchises. Not to mention our beloved Tottenham Hotspur contract in stewarding moving away for a year to Wembley until the new world-class stadium is built. We also faced an FM tender that threatened to swallow up our small but perfectly crafted deep and high-level cleaning team at Greater Anglia... let's start there!

Abellio Greater Anglia wanted to create an FM solution to bring together a number of suppliers and drive efficiencies from a more consolidated delivery model. Alex Orr's passion, expertise, drive and local relationships meant that we successfully navigated this hurdle with the result that achieved a fivefold increase in revenue and a seven-year contract.

Reasons for Success: Sector-Based Expertise, Customers at the Heart ... and Alex. We weren't the cheapest either!

We then moved onto **Merseytravel**. Again this was a tricky one to get through as it saw effectively the removal of a successful static security contract which needed to evolve into a different hybrid role with cleaning – the Facilities Assistant.

The result again was an impressive win and five-year retention.

This was achieved for three main reasons:

- Paul Ryding's immaculate delivery over the past five years. Paul leads by example, a trait the customer greatly appreciates

- Billy Callaghan's amazing re-engineering of thirteen potential redundancies by assimilating into vacancies he had helped open for the eventuality. This meant thirteen valued members of the team were given new roles within new exciting contracts. Truly amazing effort
- A package of innovations that left the competition in the shade

Reasons for Success: Caring passionately for all with no redundancies. Sector-Based expertise with the innovations and Paul Ryding's encyclopaedic contract knowledge and 20 years of putting the Customer at the Heart.

It was then a short hop over to **Merseyrail**, which was perhaps the biggest stumbling block. A 20-year relationship, an amazing performing team but a market that would love to get their hands on the UK's finest example of rail security.

Reasons for Success: We won impressively because of the depth of our knowledge combined with our total reinvention of the service introducing new roles to recognise the importance of data, systems and intelligence-led patrolling. New tech, new training, new management structure. Jeff's management of the contract has been exemplary and his willingness and passion to rip up the rule book to take this to the next level were absolutely pivotal. In a tender which was OJEU advertised, for then only two companies to actually be able to submit a bid says something about the standards expected. So again Sector Based Expertise and Putting Customers at the Heart.

We then went to court to seal the next level of retention march. The **UK Supreme Court** has been a jewel in the crown for eight years now and under the amazing stewardship of one of our brightest and most talented managers, James Noone. This again was a tough tender as it was offered to the market and people wanted this unique operation on their

books. We were pushed very hard in this tender and it effectively went to the wire. But we got there! How?

Reasons for Success: Sector-Based Expertise. The presentation slide I am most proud of here was the one we shared on development. Staff on this operation have had eight years of consistent and sustained levels of investment in their development and the on-site performance reflects this. A massive overhaul was proposed which saw two new positions introduced to accommodate the development of two members of staff in Ahmed Harb and Aleem Kalyal recognising their expertise in customer service and systems and training.

James has taken all of his training and delivered an impressive suite of improvements by using that insight. His work on Work-IT has given us a unique position of service knowledge depth which would make a switch for the client a risk. Their 100% faith in him and his amazing team led to success. Guess what? We weren't the cheapest!

The year ended with a trip to **Tottenham Hotspur**, this time for corporate security as well as the retention of our beloved stewarding contract. To summarise we were pitching to secure the most exciting entertainment venue and a £1bn spend project against all the big boys who wanted this and badly! With Kieron Slattery moving to Tottenham in a Senior Security Role the stakes were even higher. Not only did we have to compete at the highest but their goalie had seen every one of our set pieces. Following an intense six weeks of competition, we were successful in our bids both on corporate security and stewarding.

Reasons for Success: Following 20 years of excellent service delivery under the watchful eye

of Charles Tackie, Lui Simeone and the events team of Hari and Saurab our reputation was established as a rock solid and flexible supplier, not to mention the years of dedication! This gave a fantastic platform for Paul Evans and Carl Taylor to take the new contract to a new level with new recruitment techniques, training packages and management structure.

This was mirrored on the corporate security side where we were able to offer up another brilliant young manager in James McClelland who was known to Kieron from the terrific performance on the London Overground and Eurotunnel contracts. James wider experience and expertise was also a hugely attractive factor for Spurs. We also won because of our total openness and honesty during the process and the new open book financial approach they wanted to fit those operational principles. We were delighted to be successful in both tenders elevating Tottenham to our second biggest client, increasing our revenue base 12 fold with one of the most exciting clients in London.

Immense support was received from Matt Day for his critical appraisal of a solution and accurate costing and Amanda Cooper for the calm, seamless coordination of the madness of bidding!

So what does that all mean?

- We retained all our targeted clients
- We grew our top line by over £6m
- We secured annual order book revenues of £10m per annum and for above average longevities
- We weren't the cheapest on any of them
- We created new operating models and technology to support operational delivery
- We developed people and created roles to enhance our greatest asset – our people



Carlisle Support Services Innovation Lab

It gave us great pleasure to launch the first Innovation Lab hosted by Carlisle Support Services on Thursday 1 February at MK Dons Football Stadium.

For those involved in people based services the need to ensure we are at the forefront of new technologies and human enhancement strategies is something that will become even more important as we head into the next decade. Unemployment is now at its lowest point in 40 years, net migration was down an amazing 33% last year, Brexit is upon us, and emerging technology presents some really interesting opportunities. To succeed over this period we believe it is now the right time to challenge the ways in which we currently operate and also how we engage, motivate, recognise and develop our people.

Headline sponsored by SoluPak, experts in PVOH water-soluble films and sachets, the event allowed employees and senior representatives from prospect and current clients

to discuss the specific challenges facing them, meet potential new market disruptors via our exhibitors fair and also engage in peer-to-peer enlightenment around solutions.

Our guest speakers included John MacDonald who shared with the audience how we should be thinking about the speed of change and how this increases as we go through change, and not forgetting Pepper the robot, who was on hand to welcome our guests and offer a chat throughout breakout sessions.

With attendance from over 130 industry-leading suppliers and disruptors and subject matter experts, the day provided true insight and thought leadership as to how we can tackle the current and future challenges that are facing each of us.

We look forward to sharing with you all details of similar events in the future.

"Just wanted to say thanks again for the invite to the Innovation Day. It was a very well put together event and provided some valuable insight into new products/equipment plus enable us to make contact with new suppliers."

Michelle Chambers
Property and Contracts Manager
West Midlands Trains

"I would like to say a big thank you for the enjoyable Innovation day. The outcome is 10 blue-chip companies wanting to trial our Sensor Technologies and Communication tracking systems."

Jerry Turner
Safety Innovations Director
Tower Supplies

We undertake similar events and often find delegates don't have opportunity to see exhibitors, the Innovation Lab made a refreshing change to that, even more so with the ClientShare community that allows us to still have an impact after the event itself.

Anonymous Event Delegate



Luciana Rousseau
Research and Innovation Lead, Impellam Group



Jonathan MacDonald
Founder of Thought Expansion Network

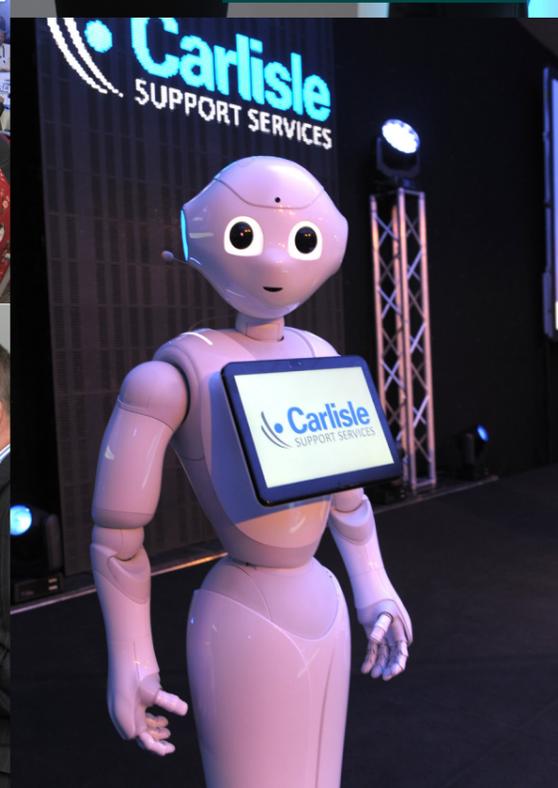


Steve Reynolds
CEO of TBS Enterprise Mobility

Visit the Photo Gallery:
<https://goo.gl/qH8Edg>



Imran Anwar
Innovation Consultant, West Midlands Trains





**Paul Evans
Managing Director**

Shining Stars!

Annual Award Winners Revealed

We are thrilled to share the winners of our 2017 Annual Carlisle Superstar Awards.

The event saw our clients and quarterly winners of our Superstar scheme celebrate the great work that was done throughout 2017 by our fantastic employees. With a black-tie backdrop, it was great to share the stories of how Carlisle people saved lives, went beyond client expectations and truly were heroes to the people we serve.

The amazing stories of why our worthy winners and runner-ups were selected can all be found on our website.

Take a look here:

<https://www.carlisesupportservices.com/news-and-insights>

Contract / Operations Manager of the Year



**First Place: James Noone
UK Supreme Court**



**Second Place:
Yameen Choudhry**



**Third Place:
Ciprian Rusu**

Team of the Year



First Place: Events



**Second Place:
Eurotunnel**



**Third Place:
Alstom Ireland**

Employee of the Year - Caring Passionately For All



**First Place: Callum Bavin
The Royal Wolverhampton NHS Trust**



**Runner Ups: Sylvia Carroll and Jay Butler
Merseyrail**

Employee of the Year - Customer at the Heart



**First Place: Mohammed Javed
Northern Rail**



**Runner Ups: Ross Tapsell, Jack Tuck and Chris Lowry
The Royal Wolverhampton NHS Trust**

Employee of the Year - Promise-Based Culture



**First Place: Alex Orr
Greater Anglia**



**Runner Up: Jenny Hegarty
Central Administration**

Employee of the Year - Sector-Based Expert



**First Place: Nicole Baker
Marketing**



**Runner Up: Glen Sutherland
Cheltenham Racecourse**



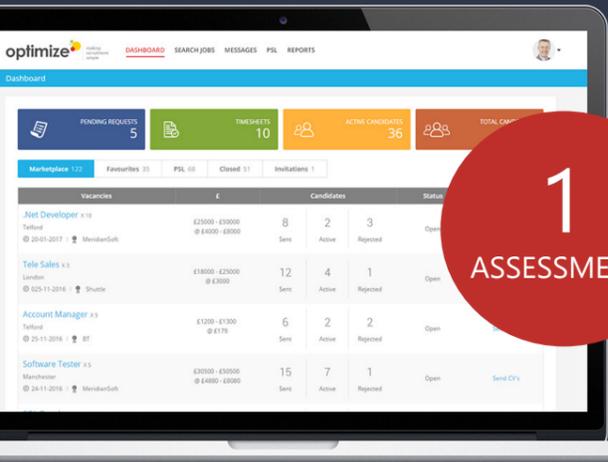
Introducing Optimize

Our new video briefing platform

Video content is huge and has shown no signs of slowing down throughout 2018 and the years to come. In fact, by the end of 2017, video content represented 74% of all internet traffic.

We are therefore thrilled to offer Optimize to the business, to allow our contract management teams to personally and effectively communicate with their teams, clients and job seekers.

The platform can be used for multiple purposes, as detailed below.

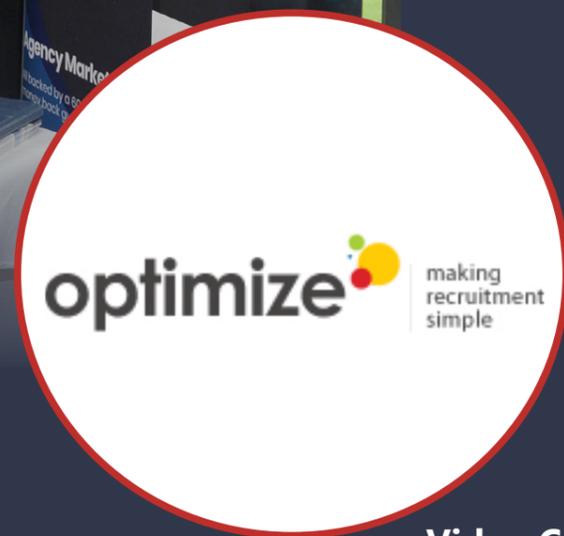


1
ASSESSMENTS

Video Situational Assessments

Video Situational Judgement Tests will require job seekers and employees to respond to multiple choice questions. These will be real life Carlisle Support Services situations that we all may encounter throughout our employment.

The videos will show real Carlisle employees in those situations, which will significantly increase the viewers understanding of the roles they will be completing. It will also increase acceptance of negative assessment outcomes, due to the high level of face validity.



3
BRIEFINGS

Video Contract Briefings

The Contract Briefing is a video-based download that will provide employees a short update as to the key objectives of your contract for the immediate period of cover. It will provide you with an opportunity to hear from your contract management team and client stakeholders who will detail what is important to them in terms of your role on the contract/site.

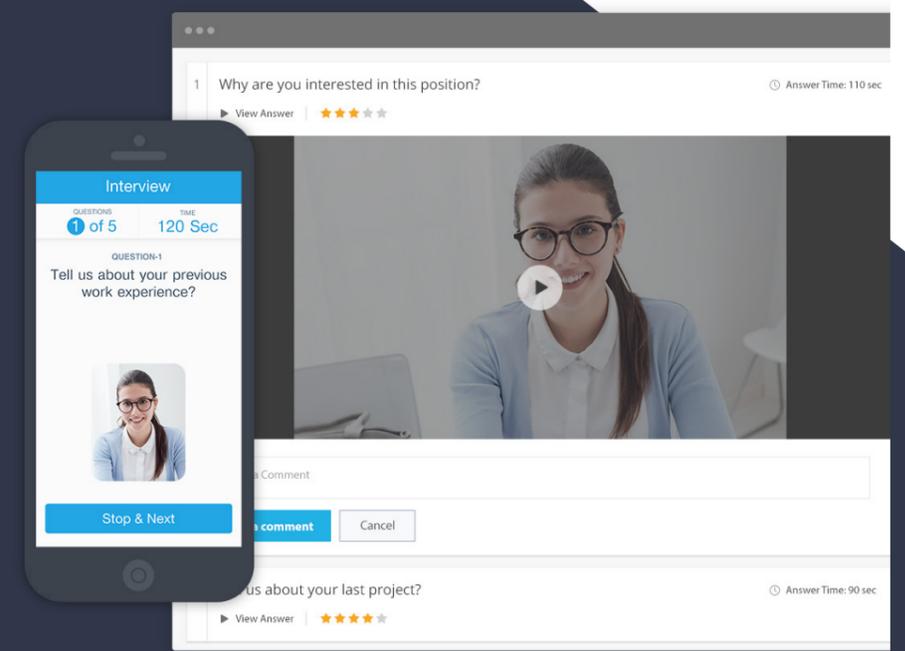
At the end of each briefing video you may be requested to answer a few questions, so please ensure you pay full attention. Finally, before the briefing session closes you will be provided with the opportunity to share ideas/feedback on what you believe could make your contract/site even better for our clients, their customers and importantly yourselves.



Video Screening Tool

2
RECRUITMENT

If you've got a shortlist of job-seekers to review, the Video Screening tool is a quick, simple way for you to see who is worth inviting for an interview! It takes 20 seconds to send your entire shortlist your own pre-screen questions. Watch the applicant's video responses at your own convenience and share them with colleagues for their opinions, allowing you to bring in only those that you feel are the correct fit for the role. The candidate experience is fun, interactive and engaging, making our employer brand stand out from the crowd.





Save on your everyday shopping

The latest offers available with Carlisle Rewards

Day Trips



10% off store card

Cineworld is the UK's number one multiplex cinema chain, and with 78 cinemas nationwide we are where you are! You can watch the latest new releases, Bollywood movies, live sport, opera and lots of other features in 3D and digital.

Cineworld gift cards can be purchased in values from £5 to £250, so you can give someone as much as you like. Gift cards are valid for film tickets and refreshments at any Cineworld Cinema for up to 24 months.



Up to 2.7% off

The London Dungeon is a uniquely thrilling attraction that will whisk you way back to the capital's most perilous past. See, hear, feel and (ahem!) smell the chillingly amusing characters of the 'bad old days' as they come to life before you. Will you lose yourself in fear or in mirth? Whichever way, it's not looking good for your underwear!

Enjoy a day with your loved ones by booking your tickets via Carlisle Rewards to receive up to 2.7% cashback on your purchase.



Up to 10.8% off

Lastminute.com is the UK's leading online travel and leisure retailer, specialising in holidays, restaurant bookings, days out and much more. It provides unique yet affordable experiences for the whole family. If you're looking to save on the things you love the most, from theatre tickets to city breaks, you've come to the right place.

Simply visit Carlisle Rewards to redeem up to 10.8% cashback on any purchases made.

High Street Discounts



6% OFF



3% OFF



3.6% OFF



7% OFF



EST. 1884

6% OFF



3.6% OFF



discover fashion online

9% OFF



8.1% OFF

To take advantage of the fantastic offers available, please visit <https://carlislewards.fizzbenefits.com/Register> and enter registration code CR872833 to view the wide range of benefits available to you.



3% OFF



5% OFF

Your safety is no accident

Putting Health & Safety First

The HSQE Team



Paul Taylor

Hello all, thought that I would report back to you all on how our plans to implement a positive H&S culture into the business have been progressing.

The good news is that I firmly believe that we have now laid the foundations that need to continue progress throughout 2018.

In early 2017, I was asked to make a promise to the business in line with one of our core company values of living a Promise-Based Culture. After considerable thought, I decided to make a promise to lay the foundations for a strong Health and Safety culture throughout the business.

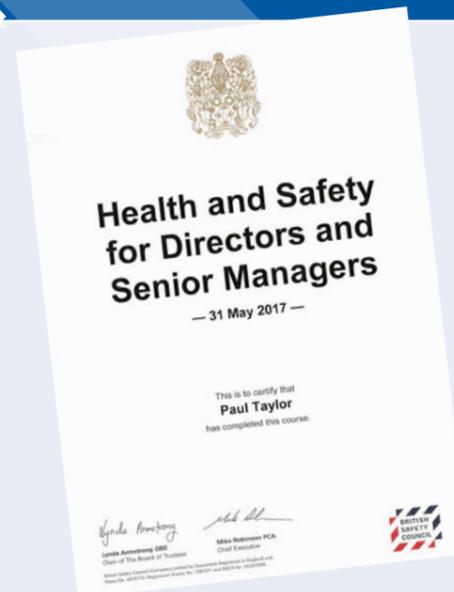
So, what have we done so far?

We have created two small pocket-sized "Z" cards as shown in the image opposite. One is a general guide to Health, Safety and the Environment and the second, a Railway sector specific guide. We have had over 5,000 of these printed and should you not already have been given one, they are available from your contract management team or directly from one of our HSQE advisors, so please take the time to obtain one.

All of the Senior Management team without exception have attended a full day training session which was delivered by the British Safety Council titled H&S for Directors and Senior Managers. The idea of this was to bring home the consequences of not investing sufficient time into H&S and to increase awareness of responsibilities at all levels. The interactive day was very well received and the Senior Management team went away far more informed and conscious of the everyday need to consider H&S at work.



The HSQE team has also been out and about reiterating to the managers the need to report all accidents or incidents that may have had the potential to cause harm.



The result of this can be seen in both a positive and negative way depending on your viewpoint. Having reviewed our accident statistics for 2017 and compared them to 2016 we have seen an increase in the number of reported accidents. I firmly believe though that the increase is as a result of an increased awareness of the need to report. In 2016 the total number of recordable accidents or near misses was 82.

This increased to 88 in 2017 which included a large increase in the reporting of near misses.

A Near Miss is an incident that did not cause any injury but had the potential to do so. It is pleasing to see that more and more people are reporting these types of incident.

We have continued to roll out the Level 1 H&S Awareness Training to approximately 150 of our frontline staff. This is a 30-minute online session and is available to anyone who wishes to contact me to be enrolled. Our Contract Managers have all been on an IOSH Managing Safely course and a number of Supervisors have gone through IOSH Working Safely.



So to summarise, we invested a considerable amount of time and effort in 2017 to try to raise awareness of H&S within the business.

This will continue throughout 2018 and you all play your part in helping to make this a safer place to work by speaking up if you have any concerns about safety and by ensuring that you report any accidents or near misses directly through to the Support Centre.

Remember, your safety is no accident.

Paul Taylor
Head of HSQE



We're shortlisted for two 2018 Living Wage Champion Awards

In April 2016 the government introduced a higher minimum wage rate for all staff over 25 years of age inspired by the Living Wage campaign- even calling it the 'National Living Wage'.

However, the government's 'National Living Wage' is not calculated according to what employees and their families need to live.

Instead, it is based on a target to reach 60% of median earnings by 2020. Under current forecasts this means a rise to less than £9 per hour by 2020.

The real Living Wage rates are higher because they are independently-calculated based on what people need to get by. That's why we encourage all employers that can afford to do so to ensure their employees earn a wage that meets

the costs of living, not just the government minimum.

The champion awards recognise Living Wage employers and individuals that have made great contributions to communities and industries by implementing and celebrating the Living Wage.

"I would like to offer huge congratulations to Carlisle Support Services on being shortlisted for the Living Wage Champion Awards. By committing to responsible pay, employers like Carlisle Support Services have changed the lives of thousands of people across the UK, lifting workers out of poverty and transforming communities. We look forward to celebrating again in June when we announce the winners."

Tess Lanning, Director of the Living Wage Foundation



"I am incredibly proud to be shortlisted for two of the 2018 Living Wage Champion Awards."

Although additional expenditure for businesses may be considered a risk, the increased productivity and happiness of our teams proves the difference which paying the Living Wage can make.

Carlisle Support Services will continue to do the best we can for our employees, and it is my aim that through our promotion of the Living Wage, other companies are encouraged to do the same."

**Paul Evans
Managing Director**

LAUNCHING SOON



A place to join discussions that matter.



CORE OF CARLISLE

It's been so great to see the Core of Carlisle campaign take shape within all divisions of the business. The stories shared have been so positive and a great reflection of the work that you all complete on a daily basis.

There have been over 100 awards made to date across all sectors and divisions of the business. So many, in fact, that we haven't been able to fit them all on this double page spread. Please keep an eye out on our website where shortly they will all be proudly displayed.



DIRECT FROM THE RESOURCING DESK WITH...

RAJ GOBIRAJ

Meet Raj, Carlisle's Head of Resourcing

The new 'Centralised Resourcing Team' have been evolving and now taking shape with the vision and values of Carlisle Support Services.

From the visionary leadership of our Managing Director Paul Evans, the Recruitment Team has been strategically positioned and working alongside the Carlisle Operational Support Teams, located at the Control Room, at our Head Office in Luton.

Here at Resourcing, we are a team of forward-thinking Recruiters reflecting more strategically about how to improve the quality, speed, and effectiveness of engagement across a broader candidate journey from recruitment marketing to hiring to new hire engagement. These new market dynamics call for a new approach: a shift in focus from just managing requisitions (recruitment requests) to creating remarkable candidate journeys.

'Project Engage', paves the way to achieve this shifting recruiting landscape, which Carlisle is adapting to and this innovation will stand out—not only in the eyes of the candidates but also from the perspective of our entire hiring sectors.

Over the last few months, the Recruitment Team has been involved in 'Continuous Candidate Engagement', from the very first contact, through our 'Refer a Friend' schemes, candidates 'Registering their Interests' to work for us, from 'Direct Applicants' and also through social media/networking.

AIMS AND OBJECTIVES

- 1 We engage exceptional talent for our clients and recruit the best candidates
- 2 We develop meaningful, long-term relationships with clients and candidates
- 3 We are committed to fulfilling our promises and getting it right first time
- 4 We are driven and apply high energy and urgency to all that we do

Contact:
Raj.Gobiraj@carlisesupportservices.com

WE WILL DISCOVER
YOUR UNIQUE
NEEDS

WE
WILL
CREATE
OUR OWN
TALENT POOL
OVER A PERIOD
OF TIME (CLOUD)

WE WILL EVOLVE
AND ENGAGE

WE
WILL
SOURCE
FASTER
AND MORE
EFFICIENTLY

WE WILL GET
INBOUND
WORKING
(responding
within 24
hours)

WE
WILL
MAKE
DATA
DRIVING
DECISIONS



Visit-IT

We are committed to providing ways to enhance the health, well-being, and quality of life for our staff.

Visit-IT is about engaging with our employees and unlocking their potential so they can get on and contribute to the success of the organisation, in a way that makes them feel proud.

Members of the Senior Management Team, Contract Managers and Supervisors will spend quality time with you, getting to know you, hearing first-hand about your experiences with Carlisle Support Services.

