



SECURITY
BUSINESS SALES

Martyn's Law and your sale

Prove readiness before forecasting
revenue

2027 edition 9-minute read

By Simon Read, Founder & Managing Director

A practical guide with a readiness evidence map

Images are illustrative.

The whole guide on one page

A buyer can examine the security work your business can deliver today. Give them the records behind that work, then show separately what you still need to establish about Martyn's Law.

The check	What good looks like	Ask for
1. Keep the dates straight	Official expectations and confirmed commencement kept separate	Current SIA guidance and a dated status note
2. Identify who is responsible	The customer's responsibility distinguished from your contracted work	Named customer contact and agreed service scope
3. Match people to the activity	Individual licensing, company approval and practical competence checked separately	Licence records, approval scope and evidence of ability
4. Read the promise in the contract	A precise description of what the security business will do	Signed terms, exclusions and delivery records
5. Keep opportunity out of booked income	Current revenue separated from enquiries and forecasts	Income reconciliation and customer commitments

Use the readiness evidence map on page 10 for one customer site or event. Record an unanswered point as a question, with a person to resolve it.

Start with one customer file

Bring the completed map and its largest gap to a free first conversation.

01285 704466

Speak with Simon

Meet Alderfen Security Services

Alderfen Security Services is invented. Its figures are illustrative. It gives us a way to separate existing work from an idea about future demand.

Alderfen's existing annual revenue

Illustrative



$£600,000 + £360,000 + £240,000 = £1,200,000$. These are existing revenue categories, not a forecast.

Of Alderfen's £360,000 maintenance income, £240,000 is supported by signed terms still in date. The remaining £120,000 needs its own explanation. Neither amount establishes work arising from Martyn's Law.

Evidence layer	What to put in the file
Existing work	Contract, service description and delivery record
Customer discussion	What the customer asked for and what remains undecided
Future forecast	Assumptions, expected costs and the evidence still needed

Use these layers to label your own material. A customer conversation belongs in the discussion file until you can show what has actually been agreed.

What to check

Choose a customer where your security service is already documented. Trace one promised activity from the signed scope to the record of delivery.

1. Keep the dates straight

A 2027 sales document needs a clear status note. Keep the enacted Act, its commencement and detailed guidance separate. The edition year is not a legal start date. [1]

What good looks like

The SIA guidance describes commencement as expected in spring 2027, with the exact date to be confirmed. Keep that expectation separate from a confirmed commencement date. [1]

Alderfen's evidence file

Illustrative

For this exercise, give Alderfen a dated status note alongside its service schedule. Do not describe a start date as confirmed until an official source establishes it.

Record	What it settles
Current regulator guidance	What the regulator says now
Confirmation of commencement	When the relevant provisions take effect
Detailed guidance for the work	How the stated requirements apply to the activity

The SIA's August update concerns implementation progress. It does not turn an expectation into an exact commencement date. [2]

The buyer's question

Which official source supports the date in the sale material, and when was it checked?

What to check

Keep the source link and check date with the claim. Revisit them before issuing sale material.

2. Identify who is responsible

Start with the customer premises or event. Then record the role your security business has agreed to perform there.

What good looks like

SIA guidance distinguishes the responsible person from a supporting adviser. The responsible person cannot pass on that responsibility. [1]

Alderfen's evidence file

Illustrative

Add a customer responsibility question beside Alderfen's service description. An agreement to provide guarding does not, by itself, answer who is the responsible person.

Question	Record to request
Who is the responsible person?	The customer's documented position and supporting advice
What has the contractor agreed to do?	The signed service scope
Which decisions remain with the customer?	The recorded division of tasks and decisions

Ask the customer to resolve uncertainty about its own premises or event with the appropriate advice. Keep the answer with the service record rather than making an unsupported determination in the sale brochure.

The buyer's question

Can I distinguish what this business delivers from the responsibility the customer retains?

What to check

Mark any clause that appears to promise responsibility beyond the recorded service. Ask for the wording to be reviewed.

3. Match people to the activity

A company approval, an individual's licence and evidence of practical ability answer different questions. Put each beside the work it relates to.

What good looks like

SIA licensing depends on the activity and circumstances. ACS is voluntary company approval for specified activities, separate from individual licensing. [3][4]

Alderfen's evidence file

Illustrative

Separate Alderfen's guarding, maintenance and installation work in the capability map. Do not mark every activity covered because a licence or approval appears elsewhere in the file.

Check

Evidence to examine

Individual licensing	The actual role, activity and relevant licence position
Company approval	The named entity and the activities within approval
Practical competence	Training, experience and observed delivery for the promised task

The SIA does not approve alarm installation or consultancy under ACS because these are not activities it licenses. [4]

The buyer's question

Who can deliver this particular service, and what record supports that answer?

What to check

Identify the named person for each promised activity. Ask what evidence demonstrates their ability and what cover exists when they are absent.

4. Read the promise in the contract

Turn a broad description of readiness into a service someone can check. Use the signed scope and the delivery record together.

What good looks like

Apply this evidence test to each service: find the promise in the contract, identify who performs it, then locate a record that shows what was delivered.

Alderfen's evidence file

Illustrative

For Alderfen's maintenance work, match the task description to the visit record. Keep a discussion about additional preparation separate until its scope and commercial terms are agreed.

Contract question	Evidence that answers it
What will be delivered?	The activity and its limits in the signed scope
Who makes each decision?	Responsibilities and customer approvals
How is completion recorded?	The agreed report or delivery record

The responsible person's continuing responsibility remains distinct from the contractor's service. Keep that distinction visible when reviewing the wording. [1]

The buyer's question

Can I see the work this business has promised, including the boundaries of that promise?

What to check

Flag an unclear service description for review. Read the actual transaction and customer terms before making any claim about continuity after a sale.

5. Keep opportunity out of booked income

Show existing income first. Give possible future work its own schedule, with the assumptions and open questions visible.

What good looks like

Use a reconciliation test: every amount described as existing income must trace to the underlying accounts. A future service proposal gets a separate record of its status.

Alderfen's income

Illustrative

£600,000 guarding plus £360,000 maintenance plus £240,000 installations and reactive work equals £1,200,000 revenue. No extra Martyn's Law income has been added.

Description	Test before using it
Existing income	Does it reconcile to the accounts and service records?
Agreed future work	What scope, price and conditions are actually agreed?
Enquiry or forecast	Which assumptions remain unproved?

The SIA's stated implementation expectation supplies timing context. It is not evidence of Alderfen's sales. [1]

The buyer's question

How much of this opportunity is supported by customer commitments, and what remains a proposal?

What to check

Remove any amount counted both in the existing income schedule and in the opportunity schedule. Keep the cost of delivering proposed work beside the forecast.

What an ownership example can tell you

In March 2026, an acquirer's regulatory announcement confirmed completion of a purchase from an owner-manager. The Poole business principally supplied electronic security, with specialist locksmith services. [6]

Disclosed measure	Acquired business
Revenue, year ending December 2025	£1.04m
Staff	12
Trading outlets	One

The revenue is near Alderfen's illustrative £1.2m, giving a small-business scale example, not comparable operations or evidence of a Martyn's Law price premium. [6]

A security integrator's own history also records a management buyout in 2021. It provides an example of that ownership route. [5]

For Alderfen, keep the existing service schedule, people records and customer scope together. Treat a new service idea as a separate commercial proposal.

Build a file someone else can follow

- 1 **Select one customer.**
Use an existing security service with a signed scope.
- 2 **Complete the map.**
Link every answer to a record or mark the unanswered question.
- 3 **Resolve the largest gap.**
Give it a named owner and a check date.

Security readiness evidence map

Use one copy for one customer premises or event. Enter the site and contact first. In each row, name the record or state the unresolved question; add who will check it and when.

Customer premises or event, and contact

Check	Record or unanswered question	Person and check date
Current official status		
Responsible person		
Contracted activity		
Named people and ability		
Licence or approval scope		
Delivery record		
Income or proposal status		

Largest gap and next action

This is a document-organising exercise. Ask the customer's adviser to determine the legal position for the actual premises or event.

Type your answers in and save a copy, or print the page and fill it in by hand. Nothing you enter is sent to us.

Sources and validity

1. Security Industry Authority: Understanding Martyn's Law and the SIA's role as regulator, July 2026. UK regulator guidance; expected timing and the responsible-person distinction.
2. Security Industry Authority: Martyn's Law: keeping up the momentum, August 2026. Implementation progress, not confirmation of an exact commencement date.
3. Security Industry Authority: Find out if you need an SIA licence, updated Jan 2026. UK private security; activity and circumstance determine the licensing position.
4. Security Industry Authority: Learn about our Approved Contractor Scheme, published Aug 2020. Voluntary company approval and the activities within the scheme.
5. Ansador: Company history, publication date not stated. Records the management buyout led by Alex Davey in 2021.
6. Croma: Acquisition of Southern Security Services, issuer regulatory announcement, March 2026, hosted by Investigate. Completion announced; revenue, staffing and outlet count disclosed.

Checked Oct 2026. We review every guide after the Autumn Budget in October 2026. Current commencement information and detailed guidance must be checked before relying on a claim in sale material.

Scope. This guide organises evidence for a security business sale. It does not determine whether a particular premises or event falls within the Act. No venue thresholds, equipment mandate or universal training requirement are asserted. Individual SIA licensing has exemptions and activity-specific conditions; ACS is not a substitute for an individual's licence.

The example. Alderfen Security Services is invented, not a client or a real sale. Its figures show the arithmetic and are not market evidence. The map entries are suggested documentary questions, not claims about real customers. Images are illustrative.

Bring the gap you cannot explain



Choose one customer file and complete the readiness evidence map. Bring the unanswered question to a free first conversation with Simon.

Simon Read
Founder & Managing Director

01285 704466

enquiries@securitybusinessforsale.co.uk
securitybusinessforsale.co.uk



Prepared by Simon Read | Reads Advice Partners Ltd | securitybusinessforsale.co.uk
The Alliston Centre, Stroud Rd, Cirencester GL7 6JR
01285 704466
Part of the Reads M&A Advisory Group
A division of Reads Advice Partners Ltd, Company No. 12124192