



SECURITY
BUSINESS SALES

Why a security business price can change after yes

Keep the offer tied to the evidence

2027 edition 9-minute read

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A practical guide with an offer-to-completion issue log

Images are illustrative.

The whole guide on one page

Put the offer beside the records it relies on. When a figure changes, identify the reason and where it belongs before accepting a deduction.

The issue	What good looks like	Ask for
1. Write down what yes covers	One agreed description of the transaction	Offer, scope and adjustment definitions
2. Separate income from continuing work	Each income stream tied to current evidence	Guarding terms, renewals and monitoring agreements
3. Price the work the owner leaves	Pay and replacement work reconciled together	Role list and supported replacement cost
4. Follow the people and obligations	The proposed structure tested against actual records	Employment advice and service commitments
5. Give each issue one home	One entry for each underlying exposure	Complaint records and overlap check
6. Reconcile the completion figure	Every addition and deduction explained	Cash, borrowing and fee schedules

Use the two-page issue log to record the evidence and the proposed treatment. Start with the gap that matters most to your security operation.

Bring that question to a free first conversation: 01285 704466.

Meet Alderfen Security Services

Alderfen is invented. Its figures illustrate the checks in this guide; they are not a real transaction.

Alderfen's £1.2m annual revenue

Illustrative



The maintenance line includes £240,000 supported by signed terms still in date.

Of its £360,000 maintenance income, £240,000 is supported by signed terms still in date. The other £120,000 needs its own evidence. Do not call the whole maintenance line secured future income.

Stage	Alderfen's chosen figures
Reported operating profit	£180,000, after £40,000 owner pay
Adjusted profit	£180,000 + £40,000 less £80,000 replacement cost = £140,000
Illustrative business value	Three times £140,000 = £420,000
Completion bridge	£420,000 + £20,000 cash less £60,000 debt less £20,000 fees = £360,000 before tax

Public proof at a similar revenue scale. A trade group announced a completed owner-managed acquisition in March 2026. The Poole business had £1.04m revenue for the year ending December 2025, 12 staff and one outlet [1]. It principally supplied electronic security and specialist locksmith services, so similar revenue does not make its work or value comparable to a guarding-led firm.

1. Write down what yes covers

Before discussing a revised figure, put the original offer, its assumptions and the proposed change on the same page.

What good looks like

For each guarding contract, monitoring agreement and installation commitment, record the named party and ask your solicitor how the proposed transaction affects it.

Alderfen Security Services

Illustrative example, not a real deal

The £420,000 is a chosen business-value illustration. The £360,000 is the separate before-tax result after the cash, debt and fee items. Neither describes an agreed contract.

Put beside the offer

Question to settle

Legal entity and sale scope

What exactly is being sold?

Customer and supplier agreements

Which terms need a written answer?

Price definitions

What is included, excluded or adjustable?

What the buyer is thinking

A guard assignment and an alarm-service book carry different commitments. Show which work and obligations sit inside the proposed purchase.

What to check

- ☐ Mark every condition that still needs evidence.
- ☐ Ask the advisers to explain any different use of the word price.

2. Separate income from continuing work

A payment history answers what was earned. Build a separate record of what supports future guarding shifts, alarm visits and monitoring work.

What good looks like

Match each revenue line to signed terms, current dates and the service promised. Ask the customer or agreement holder about any unresolved continuity question.

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Illustrative example, not a real deal

Maintenance income is £360,000. Only £240,000 is under signed terms still in date. The remaining £120,000 is an evidence gap to investigate, not an automatic deduction.

Work stream

Read alongside the invoices

Staffed guarding

Assignment period, notice terms and current rota

Variable event work

Confirmed bookings and any cancellations

Alarm maintenance

Renewal record, service scope and unpaid visits

Monitoring

Provider terms, charges and obligations to customers

What the buyer is thinking

An invoice does not tell me whether the next assignment is booked. Let us separate delivered work from work the documents support.

What to check

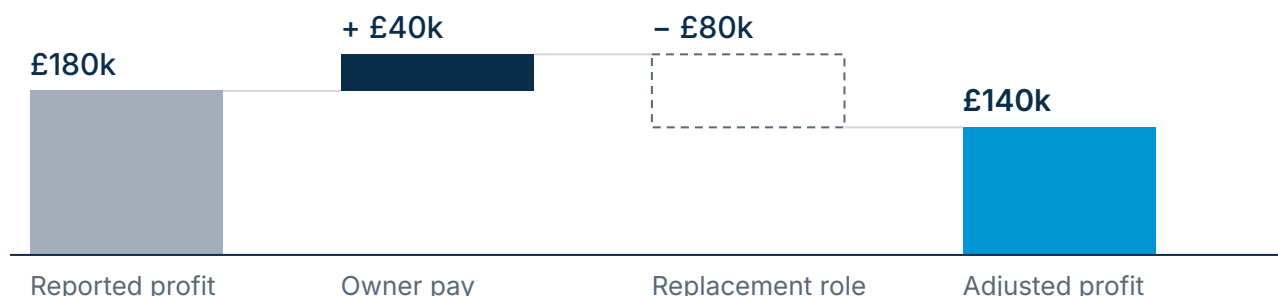
- ☐ Mark expired or unsigned terms separately.
- ☐ Resolve the biggest gap before turning it into a price argument.

3. Price the work the owner leaves

List the owner's quoting, rota escalation and customer responsibilities. Then show how that work would be covered after completion.

Alderfen's adjusted profit

Illustrative



Chosen example costs: £180,000 + £40,000 less £80,000 = £140,000.

What good looks like

Link every proposed owner-pay adjustment to the job it paid for and a supported replacement plan. Keep the cost and its evidence together.

Alderfen Security Services

Illustrative example, not a real deal

Adding £40,000 owner pay and allowing £80,000 for the replacement role leaves £140,000 adjusted profit. The replacement cost is a chosen assumption for this example.

Evidence

Question to answer

Owner's duties and hours

Who handles the night escalation?

Pay records and role description

What work does the proposed adjustment remove?

Replacement plan

Which continuing cost has been included?

What the buyer is thinking

Removing the owner's pay does not remove the owner's work. Show me the person, authority and cost behind the handover.

4. Follow the people and obligations

Put guard assignments, employment records and promised service coverage beside the proposed sale structure.

What good looks like

TUPE can apply to business transfers and service-provision changes. The government overview says a business transfer requires a change in employer identity [2]. Ask an employment adviser to assess the actual structure.

Alderfen Security Services

Illustrative example, not a real deal

Keep the £80,000 replacement-role assumption separate from the existing guarding team. Do not treat it as an allowance for every staffing question.

Record to bring

Question for the review

Guarding assignments and employee records

Which people and services does the proposal affect?

Proposed employer and structure

What does the employment adviser conclude?

Monitoring and response arrangements

Who will provide the promised cover?

Unfinished installation commitments

What work remains and who carries it out?

What the buyer is thinking

The price discussion needs a clear service picture. A rota is useful only when it matches the commitments we are discussing.

What to check

- ☐ Record the adviser's answer against the proposed structure.
- ☐ Keep employment and customer-service questions as separate entries.

5. Give each issue one home

A callback can appear in a complaint file, a cost estimate and a buyer's price query. Trace the underlying job before agreeing any treatment.

What good looks like

Give each issue one reference. Record whether its cost is already in profit, a payable or another adjustment before discussing a further amount.

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Illustrative example, not a real deal

Its £140,000 adjusted profit and £420,000 illustrative value are already linked. An unresolved alarm-service complaint needs investigation; no extra cost or deduction is assumed here.

Check the same job in

What to establish

Complaint and callback record

What happened and what remains open?

Job costing and accounts

Has a cost already been recognised?

Completion issue log

Where is the proposed treatment recorded?

Draft transaction documents

Does another provision address the same exposure?

What the buyer is thinking

I need an answer about the unfinished work. A further deduction needs an explanation of what has not already been dealt with.

What to check

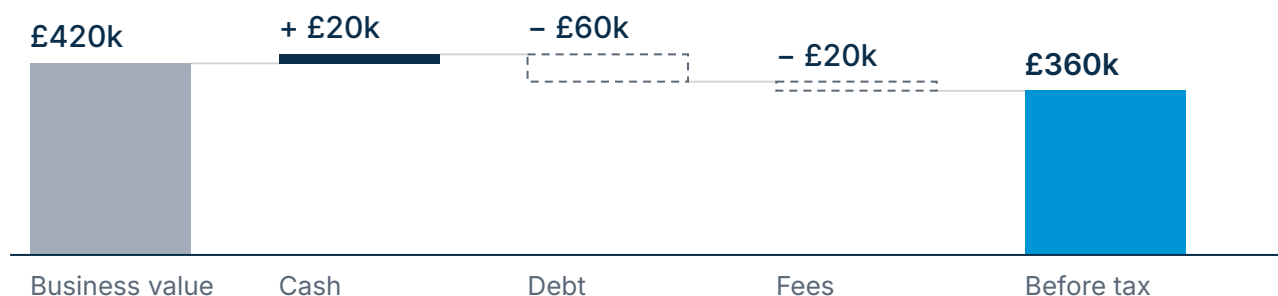
- ☐ Attach the job reference and supporting records.
- ☐ Ask the advisers to reconcile any overlapping treatments.

6. Reconcile the completion figure

Keep the illustrative business value separate from cash, borrowing and transaction fees. Ask your accountant and solicitor to review the proceeds schedule and its definitions before relying on it.

Alderfen's before-tax completion illustration

Illustrative



Illustrative value at three times adjusted profit; chosen cash, debt and fee treatment.

What good looks like

Trace cash to the bank record, borrowing to the settlement statement and fees to the agreed charges. Identify the date used for every balance.

Alderfen Security Services

Illustrative example, not a real deal

£420,000 plus £20,000 cash, less £60,000 debt and £20,000 fees leaves £360,000 before tax. No working-capital amount is added in this chosen bridge.

Check beside the calculation

Question to settle

Guard payroll and customer advances

Where do these sit in the agreed definitions?

Monitoring prepayments and installer stock

Are these already in a separate schedule?

Working-capital mechanism

Does the contract specify an adjustment?

What the buyer is thinking

Let us use one reconciled schedule. Adding an account balance again without checking the definition can change the result for the wrong reason.

Security offer-to-completion issue log

Use both sheets together. Give each issue a reference and record its evidence before discussing an amount. These are prompts, not assumed defects.

Business, offer date and proposed transaction

Issue reference	Evidence and document reference	Disputed amount (£), or not yet known
A: Guarding assignments		
B: Alarm renewals		
C: Monitoring obligations		
D: Owner replacement		
E: Staff and service commitments		
F: Complaints and callbacks		
G: Cash, debt and fees		

Other issue: reference, evidence and proposed amount

Keep confidential customer and staff records in your own secure files. Use the evidence field for a reference to those records.

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.

Resolve the security offer issues

Use the same references as the first sheet. Check the accounts and draft documents for overlap. Write where each agreed treatment belongs, who will resolve it and the date.

Business and review date

Same issue reference	Overlap check and agreed treatment	Owner and resolution date
A: Guarding assignments		
B: Alarm renewals		
C: Monitoring obligations		
D: Owner replacement		
E: Staff and service commitments		
F: Complaints and callbacks		
G: Cash, debt and fees		

Largest open gap and the record or adviser answer needed

Choose the largest unresolved evidence gap. Gather the record or adviser answer that could settle it before discussing a revised offer.

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.

A free first conversation

Bring your issue log to a free first conversation.

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Speak with Simon

Sources and validity

1. Croma Security Solutions Group plc: Acquisition of Southern Security Services Limited, March 2026. Issuer-authored regulatory announcement, RNS 6562W, hosted by Investegate. Poole, Dorset, UK.

2. UK Government: Business transfers and takeovers. Publication date not stated. Overview of business transfers and service-provision changes; apply the relevant territorial rules and employee conditions to the actual transaction with employment advice.

Checked Oct 2026. We review every guide after the Autumn Budget in October 2026. Tax, legal and technical treatment depends on the deal in front of you, so take advice on yours.

The example. Alderfen Security Services is invented. It is not a Reads client or a real sale. Its figures show arithmetic, not market evidence. Three times adjusted profit is the sole illustrative value assumption. Cash, borrowing and fee treatment is chosen for that calculation, not a standard transaction formula. No tax outcome is calculated.

The public record. The issuer announced completion in March 2026 without separately identifying the legal completion day. Revenue, staff and outlet figures support the scale comparison only. The service mix differs from guarding. No value multiple, finance availability, guaranteed handover or Reads involvement is inferred.

The checks. Contract continuity, renewal dates, monitoring obligations, issue references and proposed adjustments are questions for actual documents. No automatic transfer, required consent, price reduction or standard working-capital target is asserted. An employment adviser must assess TUPE scope; the overview does not establish that every share sale triggers TUPE or every worker transfers.

The images in this guide are illustrative.

Bring the gap you cannot close



Start with the evidence you have and the question it leaves. You can prepare further or keep the business while you resolve it.

A first conversation is free. There is no obligation to go further.

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