

# 208 News

**ASIS Newsletter of the Year – Winner 2008, Honourable Mention 2006, Winner 2003**

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PUBLISHERS – The 208 Newsletter is  
published by Chapter 208 of ASIS  
International.

FREQUENCY – The 208 Newsletter is  
published four times per year, Spring,  
Summer, Autumn & Winter – please  
contact the editorial team for deadlines.

IN GENERAL – The 208 Newsletter  
welcomes articles & photographs, but  
while every care is taken, cannot be held  
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editors. The Newsletter may publish  
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ASIS.

ISSN NO – 1350-4045

Over 100 Members and Guests attended the Spring Chapter Meeting at Clifford Chance, Canary Wharf on 16th March 2011. With fantastic views from the 30th floor overlooking the River Thames, it was an impressive and fitting venue for our Mervyn David Award.

This year our worthy recipient was David Hines for his selfless work for the National Victims Association, a charity he founded following the murder of his daughter. It was during this difficult period surrounding her murder that he realised the lack of support for those who had suffered such a loss once the court proceedings had finished.



The real power of The National Victims Association is that it brings together the relatives of murder victims so that they may share and benefit from each others experiences and how they have dealt with their tragedy. You can watch the presentation here. <http://youtube.com/OBPfSvHDeqY>

The National Victims Association has helped countless families and touched the lives of many; however they urgently need additional funding to continue their good work.

Please support the NVA by donation here.

<http://www.justgiving.com/asis-nva/>

Nigel Stanley of Bloor Research highlighted the threats now facing organisations from the new generation of smart phones. It is now, for instance, possible to purchase software that will allow texts and messages to be relayed to third parties when malware has been covertly installed. The high usage of smart phones for social networking is driving the threat higher. Also an interesting fact was that 20% of smart phones are lost or stolen!

Education and Academic Recognition were covered by four speakers:

The importance to the individual of credible certifications such as ASIS **Certified Protection Professional** and **Physical Security Professional** were pointed out by Janet Ward whose company ARC offers effective distance learning which has a typical 80% pass rate. Phillip Wood explained that **Buckinghamshire New University** has recognised the Certified Protection Professional (CPP) certification as a component of the Certificate in Security Management. As a result of this decision participating students will now be able to advance their studies towards an MSc in Business Continuity, Security and Emergency Management.

Bob Stephens explained that the **ICE Register of Security Engineers and Specialists** was used by companies to call on well qualified security engineers who understood the technical aspects.

*Peter French updated members on the WCoSp **Register of Security Professionals**. He considered that a CPP certification would add £3000 to an annual salary and Chartered status a further substantial amount.*

*Continued on page 7*

# Chairman's notes

This year the ASIS committee is focusing on education as a career differentiator.

There are a multifarious number of training courses, certificates, diplomas and degree programmes now relating to and focusing on "security". Each individual must decide what is best suited to them, and what level should they attempt entry into the new world of security academia.

The recent recognition of the ASIS Certified Protective Professional (CPP) certificate by Buckingham University as a prequalification for a Masters degree is but one example. I am currently working with the London Metropolitan University on aligning security with business acumen orientated courses leading towards an MBA, PD or PhD.

New duties at or just below board level mean you now have to stand your ground with the board; that means understanding business drivers from the quite different perspectives of Finance or Marketing or Sales or Governance and so on. While you probably already hold security

qualifications and are an acknowledged security practitioner, perhaps what may suit is executive management training or a qualification, and an MBA is the recognised gold standard.

Armed with the new found educational qualification, it is possible for those security personnel who have drive and ambition to work their way up through the ranks to a very senior management position within the company they are employed, even as far as the Board room with its corporate perks and handsome salary package.

Security has come a long way since the building site night watchman days with memories of sitting huddled up besides coke (fossil fuel variety) braziers supping strong, NATO Standard tea and today's security officer/manager. The potential to take it further is in the hands of today's security practitioners; YOU and ASIS UK Chapter can help just ask how...



Mike Alexander

**Mike Alexander**

## Editorial Team



Helene

**Helene Carlsson – Assistant Editor**

Helene has been working in the security industry over 25 years, both as a corporate security manager and as a consultant.

She has worked with many different clients specialising in non-IT security, Business Continuity and Crisis Management.

Helene has been a member of ASIS since 1989 and on the ASIS 208 committee for over 15 years. She has been actively involved on the Media sub-committee for the same amount of time and is a strong supporter of the chapter and the international edge the ASIS membership provides.

Helene is working on the group writing the standard for Asset Protection by Physical Security Measures

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Mike

**Mike Hurst – Editor**

Mike entered the security industry in 1998 and initially worked in Sales and General Management roles.

In 1992 he joined HJA Fire and Security, Recruitment Consultants where he is a Director. He recruits at all levels across a range of security disciplines.

He is a Fellow of the Institute of Recruitment Professionals (FRIP) and sits on the Validation Board of The Security Institute (MSyl) and has contributed numerous articles to security publications. Mike is Joint Editor of the Newsletter, Webmaster and set up and administers the ASIS 208 Blog.

Mike is Chapter 208 Vice Chairman - Strategy.

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Graham

**Graham Bassett – Advertising and Seminar Exhibitors**

Graham has worked in the security recruitment profession for 20 years and is the founding director of GBRUK a London based recruitment firm.

He was the founder Chairman of the BSIA Code of Ethics and was also on the Executive Committee for the REC Association of Executive Recruiters, responsible for standards, member's benefits and marketing.

Like Mike he is a Fellow of the Institute of Recruitment Professionals (FRIP) and a Member of the Security Institute (MSyl).

Graham is an avid supporter of taking ASIS forward within the security profession and welcomes your commercial support of the Chapter. Graham is Chapter 208 Vice Chairman – Operations, responsible for Seminars, Advertising, Exhibitors and Sponsorship.

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# Innovation in the ever changing landscape of threat

— David Evans

**CEO of Global Aware International.  
Chair - TINYg (Terrorist Information  
New York Group)**

With a 30 year background in London Policing I recall the very real threat of Irish terrorism in 1980, with talk of Mk 16 under vehicle IEDs, threat to transit, long and short term hides, not to mention 10p terrorism. There was meaningful financing of operations in those days for both groups and lone persons. If you will, we were also blessed with a sinister type of propaganda called the coded warning that, when given accurately to the recipient, might save some lives, albeit causing immense damage to property and ruining the livelihoods of many. Miserable times, but in many ways the methods were understood and predictable.

The landscape has changed as we all should understand, and since the 9-11 atrocity, world attention has to a great extent become focussed. The graphic scenes of that attack were truly shocking, and we all hope never to witness that type of mass slaughter again. Time has moved on and I well remember a discussion I had with a senior member of a global security team in London, who was insistent that a suicide attack would not take place in the UK. Several months later 7/7 and 21/7 occurred and the mood and conversation changed. New issues, such as radicalisation and cyber threat now occupy a large part of the risk debate. It is, in my opinion that the Mumbai attack of 26/11 together with multiple methods of attack has significantly altered perceptions of our current risk and threat.

You will all recall the military precision with which all the Mumbai attacks were conducted; the commando like operation; the

complexity of the operation; the detailed and meticulous planning; the familiarity and dexterity in the handling of sophisticated weaponry and electronic equipment. All of these factors undoubtedly and conclusively point to training by professionals, probably based in Pakistan. The mindless killing and wanton destruction of property executed with heartless inhumanity resulted in the tragic death of civilians as well as huge economic losses. These hardened terrorists who are willing recruits as "Fidayeens" and the ruthless LeT operators, pursued their single-minded objective, namely the blood-thirsty slaughter of innocent, unarmed victims, without any semblance of remorse or regret. It is indeed, very clear and apparent from the manner in which these attacks were conducted by the terrorists, that the assault was executed only after the completion of long and arduous training with thorough and well thought-out preparation and briefing. It was also the primary intention of the terrorists to create unprecedented raw fear and panic in the minds of the Indian citizenry and foreign visitors to Indian soil.

On 26th Nov, 2008, in the attacks by the terrorists in locations spread across the jurisdiction of



Terrorist Information New York Group - linking the USA and UK

various police stations of Mumbai, a total of 166 innocent citizens from India, U.K., U.S.A, Israel and other countries were killed and 304 citizens were wounded. Government as well as private property totally valued at approximately Rs. Forty one crores and seventy two lacs was destroyed (excluding the Taj Mahal Hotel). In addition, 4 sailors from the "M.V. Kuber" trawler were also mercilessly killed by the co-conspirators in pursuance of the criminal conspiracy, probably masterminded in Pakistan. The terrorists targeted and attacked iconic targets in the city of Mumbai which is the Financial Capital of India. These attacks were carried out simultaneously by multiple teams at locations where the citizens of Mumbai as well as foreign nationals, move around or stay in such historic hotels as the Taj Mahal and the Oberoi Trident. The target areas also included Chhatrapati Shivaji Terminus (which is normally the transport lifeline of thousands of railway commuters), the Cama & Alibless Hospital (where expectant mothers and ailing women are



admitted), as well as at the Cama hospital compound with its unsuspecting public, and further in the vicinity of Metro Cinema and at the Leopold Cafe (a tourist hub frequented by foreigners and the local populace of Mumbai).

These attacks were launched through indiscriminate firing using AK-47 assault rifles and by throwing lethal hand grenades. Not satisfied with this, the terrorists planted IEDs (RDX based). Two were placed in taxis in which the terrorists travelled to the targeted sites. These two IED laden taxis exploded near the Domestic Airport on the Western Express Highway, Vile Parle (East) and near the B.P.T Colony Road at Mazagaon (Byculla). In addition, the heavily armed terrorists also took over buildings and hostages and indulged in drive-by shootings in both sequential and simultaneous attacks. Two terrorists from this team of 10 Mujahideens hijacked a Skoda. Fortunately, they were stopped by a police team at a roadblock. Undeterred, the two terrorists fired at the police and attempted to run away, however the police reacted swiftly and in a retaliatory offensive, were successful in killing one of the terrorists and capturing the other. The successful ingress of the terrorists into the city of Mumbai further demonstrates conclusive proof of meticulous preparation, planning and training.

And so to mainland UK. Rumour, innuendo, intelligence and discussion has grown with regard to this particular method of attack and has been circulated in different ways. This type of attack, in my opinion, is the most difficult to plan, prepare for and deal with. Messages of 'reading between the lines' come from our Police and Security Services, who expect the threat level to possibly escalate to CRITICAL sometime this year. Following the arrests of individuals at the end of 2010 in the UK, a particular unease has universally grown, official meetings have been arranged and the message has been broadcast to all organisations to review procedures in a robust manner. Good advice indeed.

This review must indeed be carefully considered for all layers including intelligence, first responder, protocols, risk management, crisis management, business continuity and onwards. I fear it will not be enough to simply 'lock down' and hope for the best. The first 2-3 hours will be critical in such an attack, and the terrorist will have a critical time advantage to launch attacks on chosen targets. The mission will be to take as much life as possible, enter buildings, set fire to them and take hostages. As always, security should adopt a balanced approach, but the threat is currently severe and we have been warned.

[www.globalaware.co.uk](http://www.globalaware.co.uk)



David is Chief Executive Officer of the Counter Terrorist Solutions Consultancy, Global Aware International, and TravAware International.

He is founder and co-chair of TINYg (Terrorist Information New York Group) which is an intelligence lead organisation that services 130 countries, and meets regularly in locations such as New York, US and London, UK

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# IFSEC 2011: Security education and innovation at its best

As any security professional knows, new ideas and innovations are imperative to ensure that the most effective and efficient security measures are in place. Educational opportunities including programmes and events that highlight specific security issues and address broad security interests are extremely valuable to the industry. As such, security events that provide such possibilities are to be fully embraced. ASIS members will be taking an active role in IFSEC, as security professionals from across the globe descend on the world's largest annual security event, as it returns to NEC Birmingham, UK, from the 16-19 May 2011. Visitors from all disciplines within the security market can expect to gain a wealth of educational value, engage with key decision makers and industry experts and network with top-tier security professionals at this premier industry event.

Now in its 38th year, IFSEC has been the platform for numerous technological developments and product launches since its inception. The extensive IFSEC exhibition will once again provide the first opportunity for the international security profession to sample, submit and explore new ideas and game-changing technologies.

Typical of the IFSEC events, the IFSEC 2011 conference programme promises to feature a cutting edge, educational and informative line-up. The IFSEC Conference is comprised of a totally-revamped modular programme where experienced end-users and respected security professionals will share their insights into industry best practice and the successful application of the latest technologies.

Various ASIS members will be chairing a number of the IFSEC Conference seminar sessions:

**ASIS Chairman, Mike Alexander**, Head of Business, Security and Safety at Henderson Global investors, will chair the **Security in the Financial Services** module. Primarily focusing on ATM attacks and bank robbery, questions



## IFSEC 2011

16-19 May 2011

NEC Birmingham, UK

raised will include: Is your security strategy optimised to deal with the threat? And how do we protect staff travelling in high risk areas?

**James Willison**, Principal Consultant, Incoming Thought & Convergence Lead, ASIS UK, will chair the IT Security module, taking a look at the security issues surrounding cloud computing and protecting physical security systems sharing network services. A panel discussion will tackle the convergence of physical and technical security: considering the skills needed to be a modern security manager and the drivers and the benefits of considering the joined up approach to physical/facility security and IT security.

**Mike Hurst, ASIS Vice Chairman – Strategy**, will chair the **CCTV & Video Surveillance** module: Exploring the latest developments in thermal imaging technology, including the legislative and regulative issues to consider and CCTV integration – The simplification and integration of an effective security interface, including all security and building management requirements.

**Former ASIS Chairman, Barry Millett**, Head of Business Resilience at E.ON UK will chair the **Security in Utilities** module. Investigating cyber attack issues, looking at the introduction of smart and advanced metering and how they can be vulnerable to such attacks; metal theft – focusing on the unseen impact on UK facilities, lessons learnt and the way forward; and the secondary and tertiary targeting of utilities that form part of the national infrastructure, considering the growing threat and ensuring the right approach is taken.

In addition to the seminar chairs, several ASIS members will also be contributing to the seminar sessions.

THEY INCLUDE:

**Chris Brogan,**  
**Hugh Ferridge,**  
**Prof. Martin Gill,**  
**Dr Paul Dorey,**  
**Simon Whitehouse CPP PSP and**  
**Alessandro Lega CPP.**

Guaranteed to be packed full of significant educational content, the 2011 conference programme also covers corporate crime, cyber terrorism, retail security, IP-based technologies, business continuity management and transport security. Holders of the CPP, PSP and PSI certifications can claim 2 re-certification points for each module attended at IFSEC. ASIS are also offering additional points for those helping on the ASIS stand and will also be hosting a social function during the event.

**For further information on IFSEC 2011, its features, or to register for your free pass, please visit [www.ifsec.co.uk](http://www.ifsec.co.uk) or follow us on Twitter @IFSEC and join our LinkedIn group for the latest information.**

*The IFSEC Conference takes place 16-18 May 2011.*

*The IFSEC exhibition takes place on 16-19 May 2011.*

*Following the 31 March, prices start at £130 + VAT per module.*

**\*ASIS members will also receive a 10% discount if the code ASIS is used when booking.**

Continued from front page

Hugo Gillum-Webb of **Advance Security** was thanked for sponsoring the seminar and he suggested that companies needed to consider the resilience of their suppliers.

Hostile Vehicle Mitigation was covered by a humorous and insightful presentation from a CPNI representative.

**Lord Toby Harris** looked at where the world had changed in the last few years and what it would look like over the next thirty years.

Climate change: loss of habitable land (coastal areas but also desertification); changing patterns of agriculture; tropical diseases moving North; increased number of extreme weather incidents; substantial migration;

Global population up from 6.9bn to 8.9bn by 2040 – greatest growth in regions with greatest problems. Oil, gas and minerals of strategic significance increasingly sourced in unstable areas or challenging environments (e.g. polar regions, deep ocean etc); Nation states will make political/military moves to secure/safeguard resources; Control of resources will give political leverage to those with control. Lord Harris concluded with some thought-provoking ideas.

**SO WHAT DOES THE FUTURE HOLD?**

- Expect the unexpected
- Look beyond AQ
- Ireland
- Other political/regional struggles
- Ecological and other interests
- Symbolic targets, economic

targets, and places of mass resort

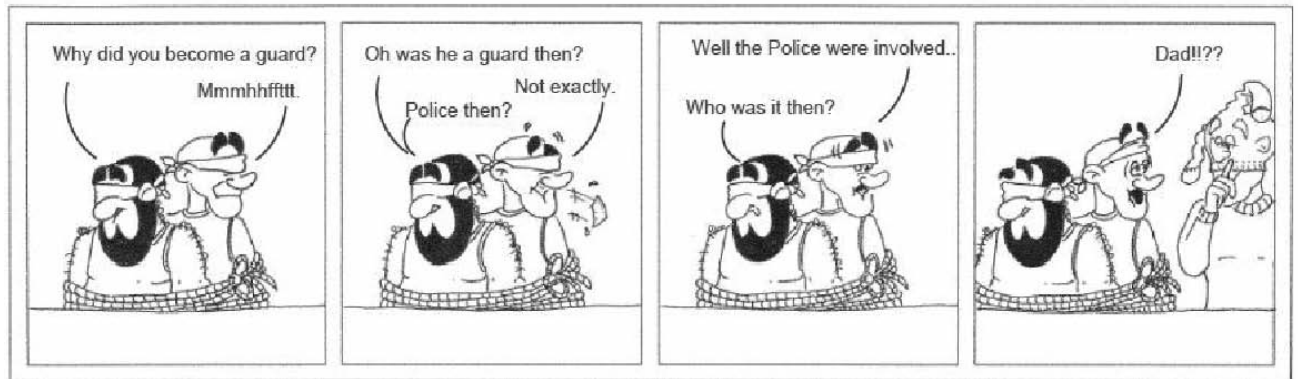
- CBRN, Cyber??
- Government has to rebuild consensus, balance risks, build community engagement and support
- There are no simple answers .... and security is not an optional extra

Mike Alexander gave sincere thanks to **Clifford Chance** for providing a superb venue and also to the speakers for providing such an interesting and useful seminar.

The meeting continued with excellent wine and canapés and useful networking.

**Tim Hodges CPP PSP**

**The Grave Yard Shift** illustrated by Adam Alexander



**ASIS INTERNATIONAL 2011**  
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**ASIS 2011**

**Insight, Ideas, and Know-How**

# It really is true: what goes around comes around

— Ray Williams

In 2001 the British Council of Shopping Centres (BCSC) produced a training guide with the aim of developing the customer relations skills of security officers and to assist them in carrying out their roles confidently and professionally. It will of course not have escaped longer serving security professionals that the Private Security Industry Act is also dated 2001 and that the SIA was created three years later. However, this article is not about the Government's current review of the SIA. The author will say no more than that it is his view that officer licensing and professional training have greatly advanced the professionalism and standing of security officers. Indeed one has only to look at Project Griffin to witness it being put to practical effect and surely no coincidence that it is a joint police/security industry scheme. Whilst administrative changes to the SIA might make it more efficient as a body, care must be taken not to throw the baby out with the bath water.

The 2001 BCSC project was led by Martin Taylor, chairman of the Joint British Retail Consortium-BCSC Security and Safer Shopping Committee. It was designed to assist security officers expand their customer service roles and also help supervisors and managers in staff-development. Areas covered were: safety, crime prevention, crime intervention, communication and systems, equipment and customer care. Each module had clearly defined learning materials, outcomes and assessment criteria. Both written and video material was included in the package. The major

difference that Martin continues to make with standard, SIA licensed security officer training are the additional 'customer care' requirements for all staff employed in shopping centres and retail outlets. An offended or disappointed shopper has a choice as to where they spend their money: there is little point in investing millions of pounds in building and running a fantastic shopping mall if the visitors' service experience does not match their expectations. In making the training package Martin was assisted by a number of specialists including Williams Management Communication who produced the video elements. The objective here was to visually demonstrate good practice in a working environment. Even the best written training text can become dry for both trainees and trainers. This was where the video scored. Set during the first three days in the workplace of a new officer, the programme succinctly demonstrated the wide range of issues that would be faced.

Particular emphasis was placed upon professional behaviour, verbal communication and body language. Underlying this was the important message of service and demonstrating how members of the public positively respond to courtesy and professionalism and that rudeness and brusqueness will offend. Now, ten years later, Norfolk Constabulary has produced a 'customer service' video with the assistance of major retailer John Lewis. The programme's aim is to help police officers enhance their communication skills and appreciate the impact their words and actions have on the public and colleagues.

The police generally will recognise that it has a similar challenge. The police 'brand' is respected in the minds of the community but one rude or insensitive uniformed officer, detective or telephone response can severely damage that reputation. The first Commissioner of the Metropolitan Police, Sir Richard Mayne, understood this when the Force was founded in 1829, long before the days of Interbrand and other marketing organisations. He wrote: "The primary object of an efficient police is the prevention of crime: the next that of detection and punishment of offenders if crime is committed. To these ends all the efforts of police must be directed. The protection of life and property, the preservation of public tranquility, and the absence of crime, will alone prove whether those efforts have been successful and whether the objects for which the police were appointed have been attained." The police instruction book then went on to say that "in attaining these objects, much depends on the approval and co-operation of the public, and these have always been determined by the degree of esteem and respect in which the police are held". The foregoing text appears on the Met's website and is followed by: "One of the key principles of modern policing in Britain is that the police seek to work with the community and as part of the community." Clearly, members of the public have a choice as to whether they call the police on seeing something suspicious or with information that has been asked for, but if the individual feels they are wasting their time as a consequence of one or two

poor encounters, that information will be lost.

Making the BCSC supporting video was great fun. Filmed at the Howard Centre in Welwyn Garden City the cast was composed of both professional actors and centre employees including secretaries, cleaners, shop assistants and of course the shopping centre's own customer relations team. The local beat officer even participated! One of the main issues from the producer's perspective is to strike the balance of filming in a workplace and getting the shots and sequences required. While members of the public must not be distracted from shopping, a film still has to be made, shots do have to be secured otherwise the programme will never get to the edit stage and completion. Frustrations include people walking by looking at the camera and of course the minor complication of our uniformed

actor being asked local knowledge questions. Fortunately they were a bright crew who, if they did not have the answer straight away, knew a man who did. The filming process was completed in almost record time; eight weeks from the commencement of scripting through to the final edit. Such was the success of the completed BCSC training package that it quickly sold out. Viewed in 2011 the eagle eyed observer might spot that ties have narrowed and fashions, particularly the ladies, have changed. As for the written and spoken content, now ten years latter, whilst 95 per cent of the training material is still very pertinent there has been one major security change: terrorism now includes the threat of suicide bombers and firearms attack. However, if any major retailer or similar organisation would be interested in making a new version of the package I would be happy to hear from them.



About Ray Williams: He retired from the Metropolitan Police after 30 years' service. He was engaged on a wide range of operational duties and community partnership issues. He is a member of ASIS, The Security Institute and The Worshipful Company of Security Professionals. In 1995 he formed Williams Management Communication to produce corporate training films on security and H&S issues. [www.williamscommunication.co.uk](http://www.williamscommunication.co.uk)

## Scoping the Single European Digital Identity Community

ASIS has been approved as an Associated Partner of the **SSEDIC Thematic Network for Universal eID**, a project supported by the CIP – ICT Policy Support Programme of the European Commission.

The UK Chapter is leading the way for ASIS in Europe. Our involvement

was spearheaded by **Convergence Lead, James Willison** and **Vice Chairman—Strategy, Mike Hurst**.

As Associated Partner we have the possibility and the opportunity to participate in the consultation actions SSEDIC will lead the coming 3 years (up to November 2013) in

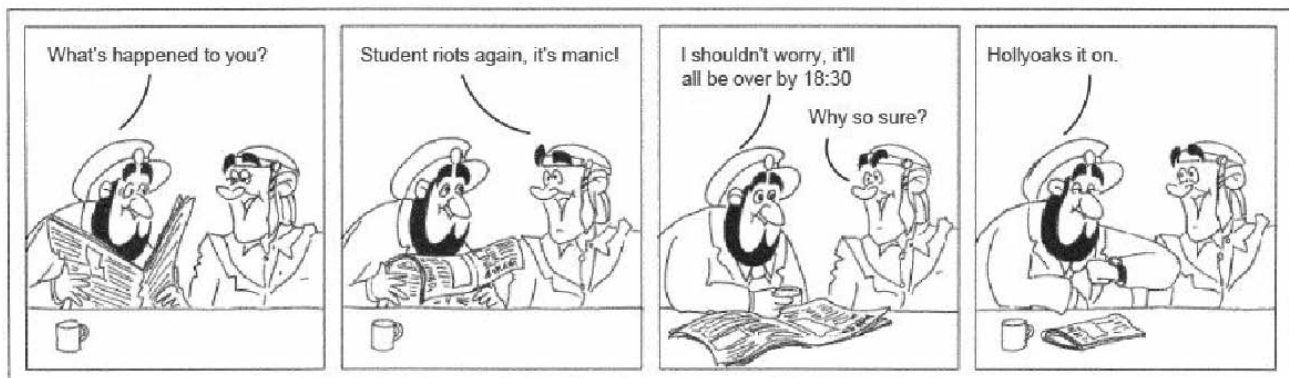
order to help the European Commission defining and realising the Digital Agenda.

If you would like to be involved with this process, please contact Mike Hurst ([mike@hja.co.uk](mailto:mike@hja.co.uk))

<http://www.eid-ssedic.eu>

### The Grave Yard Shift

illustrated by Adam Alexander



# Why Security Doesn't Work

## - Peter Speight

*This is the second part of Peter's article. If you missed the first part, please contact the editor Mike Hurst (mike@hja.co.uk)*

### Developing a security strategy

Depending on the findings and recommendations of the risk assessment and security audit, the resultant strategy may amount to no more than fine tuning the procedures.

On the other hand, it may be that a complete revision of systems, procedures, manpower usage and policy development is required, possibly taking several weeks or months to implement and with possible substantial cost implications.

### Creating security awareness

It has to be acknowledged that for any security strategy to have a chance of being successfully established within an organisation, certain positive conditions must be in place, not least security awareness. In any human activity, a specific state of mind or attitude is desirable for maximum performance. We must first, though, distinguish awareness from education and training.

### Integrated solutions

Whilst many security organisations have historically considered it their purpose to simply supply manpower services to their customers, they may only complete a basic risk assessment and security survey to enable them to comply with the current security standards. This could, potentially, have catastrophic ramifications for themselves and their customers alike.

However, the more forward thinking security organisations have seen the consequence of the wider implications and opportunities. This is achieved by offering total security solutions combining the elements of risk management and crime prevention through environmental design, referred to as an "integrated solution."

### Crisis Management

Crisis management is a systematic response to unexpected events that threaten the people, property and operating continuity of the organisation.

Research shows that only 25% of organisations have a regularly tested disaster-based business plan. Even fewer have run full scenario testing of other, core recovery plans. Companies that cannot demonstrate clear and comprehensive risk management strategies will be penalised by an already harsh insurance market. Conversely, insurance companies may lower premiums they charge if they can be convinced that a disaster recovery plan is adequate. Company officers are increasingly held liable for such occurrences as "corporate killing". Clearly most organisations are only prepared to deal with emergencies at the incident site, and often only, due to legislative requirements, for example, fire, and evacuation plans/drills.

### Organisational learning

Models such as Turner's tacitly assume that the organisations involved in such incidents will implement all of an inquiry's recommendations, both interim and final. There are, however, two problems associated with this



**Peter Speight PhD. is Director of Security Risk Management at Reliance Security Group.**

assumption. First, while the inquiry may have resulted in increased awareness of the hazards and made recommendations to deal with them, if the organisation involved does not implement any control action then the situation that existed before the disaster will continue. Secondly, if only some of the recommendations are implemented an organisation may only be marginally safer than it was before the disaster occurred, and therefore, may still not be properly protected against a recurrence of the event (Toft and Reynolds, 2005 p.23).

### Crisis management programme

A crisis management programme provides the integrated crisis management capability through planning, organisational development, training, exercising and continuous improvement at each level of the organisation. The prime purpose of this is to provide the framework which will enable the organisation to cope efficiently and effectively in times of emergency.

It is through crisis management

training, planned prevention and immediate response that losses are reduced, to keep a company operational and productive. Simple plans with basic procedures can give people an outline for decisions and a support framework for fast action.

The development of a crisis management plan includes areas such as incident handling and business continuity, and is designed to provide the outline for decision making to support a framework of good recovery practice.

**Business continuity management**

At this juncture, it is important to consider the wider issues of crises management as they extend to recovery and continuity issues. It is not sufficient for those who may be involved in the management of a crisis, even if handled successfully, to pat themselves on the back and consider the job well done and concluded. Often the conclusion of the crisis is the start of the eventual restoration of business functions.

The planning for business continuity extends the work on emergency handling and crisis management and recognises that successfully handling incidents and events is only part of the overall requirement to get a business back up and operating

as before. The objective of business continuity is to return the organisation to normality as quickly and as expediently as possible, with minimum losses.

**Conclusion**

Risk Management is increasingly becoming a key issue in the protection of the reputation and brand values of many organisations. With an increased understanding of the threat potential and more complex research data available, organisational awareness has improved considerably over the last ten years.

With the variety of corporate legislation which now exists affecting the behaviour, performance and governance of organisational activities and a new culture emerging of no win, no fee insurance implications with regard to the threat, potential has spiralled to previously unthinkable levels.

However, with the advancements in technology and the inevitability of an organisational failure resulting in major losses, many businesses are still failing to fully comprehend the advantages, which could result from having a proactive approach to Security and Risk Management.

Risk Management is not the ability of hindsight or some form of black magic but it represents

the organisational awareness to the potential threats, which may impact their stability. By being able to identify the 'Pure' or 'Speculative' risks, which may exist, an organisation can systematically protect their resources, income and reputation.

Many insurance companies are no longer prepared to expose themselves without first asking the question, what has an organisation done or could have reasonably done towards prevention. This has resulted in many larger organisations self-insuring, thus increasing their potential for a catastrophic failure. Insurance companies ask the question for a perfectly good reason; their risk increases with organisations that have neglected to consider the potential for organisational failure.

With the introduction of Corporate Governance legislation making directors responsible and companies compliant we have an elevated awareness facilitating the implementation of Risk Management Strategies.

The identification, analysis, measurement, control and financing of the risk gives organisations the ability to evaluate their vulnerabilities and balance the risk against the cost of the counter-measures required to direct their response to the threat potential.





# SAMI

## Security Association for the Maritime Industry

The global economies are now climbing out of recession and it is the free movement of trade that will feed growth, and the security of that trade which will ensure sustainability growth. The oceans are the super-highway for trade and a very rich provider of natural resources. The maritime industry (commercial shipping, offshore oil & gas and port facilities) is the crucial enabler of this economic recovery and continued globalisation. However, in all but a few countries across the world, navies are shrinking, leaving these critical expanses of open water and sea lines of communication inadequately policed and inviting to maritime criminals. The rapid increase of piracy off the coast of East Africa has focused the media's attention on just one small area of the rapidly growing problem of maritime crime. Maritime security is becoming increasingly important and it is now time to establish a forum to manage maritime security alongside governments and international bodies so that we can establish a structure to coordinate effective maritime security.

Over 90% of world trade is moved by sea and the global shipping industry is the back bone of globalisation. Statistics vary, but the volume of trade being plied across the oceans will inevitably increase as economies regain buoyancy. It is not only cargo-carrying ships that have seen an increase; the cruise industry fleet increased in size by 50% between 2006 and 2010 and today there are more than 500,000 passengers and crew embarked on cruise liners around the globe every day.

The world's unquenchable thirst for oil and gas is pushing the offshore oil and gas industry into

new, more technically challenging areas of exploration and extraction that often pose security risks. The security of this industry is critical to the developing world as a significant source of global energy.

The world population is growing inexorably, natural resources are becoming scarcer the value of ship's cargoes is increasing. The easiest place to steal a cargo by far is in the port of departure or arrival. The protection of these ports from either land or sea incursion is becoming increasingly important in the coming years.

The asymmetric threat of terrorism continues to challenge national security forces and the maritime domain opens a new paradigm of possibilities. Terrorists are becoming more sophisticated and can watch, wait and identify the weaknesses of security measures discovered by criminals and find ways to exploit the chinks in the armour. The hijacking of the cruise liner Achille Lauro in 1985 by the PLO, the suicide bombing of the USS Cole in Aden (2002) and the amphibious attack by a group of terrorists affiliated to al Qaeda in Mumbai in November 2008 all demonstrate that terrorism has significant maritime potential. If vulnerabilities exposed by the common maritime criminal (such as pirates hijacking oil, gas and chemical tankers in the Indian Ocean) are not resolved, then we are likely to see these ships being captured and used as part of the terrorist arsenal.

Piracy in the Gulf of Aden and off the coast of Somalia has understandably attracted considerable attention and is prompting a new and fast growing maritime security industry. The maritime domain, however, presents unique demands on

security companies working in this space that require special consideration. For example, embarking a small team on a merchant vessel transiting the Northern Indian Ocean is very different to escort convoy protection in Iraq or Afghanistan. Operating as a small independent team on a merchant ship with limited communications, isolated from external support, often with a multinational crew, in a hostile region where the adversaries seem to have the upper hand, especially if the security team is unarmed, presents its own challenges.

The maritime security industry is immature, unregulated and growing very fast. The stress points of the new industry became all too apparent in early 2008 as the impact of piracy was beginning to pinch and the demand for onboard security teams noticeably increased. It was an open market where many prospective security entrepreneurs could see an opportunity to make easy money – some thought it was the new 'Iraq' and the market became flooded with raw and inexperienced maritime security companies. This presented two problems; firstly the shipping industry was unable to discern which maritime security companies were good and which were not. A maritime security company's reputation was built upon word of mouth recommendations between the clients and the standard of service received. However, with pirates hijacking less than 1% it was very difficult to measure the competence of the teams subjected to piracy. This inconsistency was highlighted in November 2008 when the three man security team embarked on the MV Biscaglia decided to jump overboard, leaving their 'clients' to

undergo almost 3 months of captivity because pirates had managed to board the ship unhindered.

The second problem was that the well-established, reputable maritime security companies that had developed their client base and business in a slower-evolving market were all being tarred with the same brush as the opportunist maritime security companies.

The shipping companies, charterers and insurance industry were therefore confused about which companies to use; the recession was biting and the need to cut costs was critical to the survival of the maritime industry. Consequently, the well-established maritime security companies were being undercut by the less professional companies that were being run from a mobile telephone and a laptop in coffee shops, with minimum overheads and only out to exploit a short term business opportunity.

It is against this backdrop that we decided to establish the Security Association for the Maritime Industry (SAMI). The original idea was to formulate a directory of accredited maritime security companies that shipping companies could consult before engaging a security sub-contractor. This original concept has developed, however, and we are now looking at a far more comprehensive structure.

The principle purpose of SAMI is to represent the reputable maritime security companies, which are comprised of the service providers (embarked security teams, independent maritime security consultants, maritime security training establishments and personnel agencies) and the equipment, technology & hardware providers. SAMI will also represent and look after the interests of the individual maritime security operatives, providing them with guidance and advice on which firms are accredited and how best

to plan a career within this new industry.

SAMI is also intended to provide a focal point for the maritime security industry. It will therefore represent its members in a wide range of forums including international bodies and governments, such as the IMO, international shipping associations, offshore oil & gas industry, port authorities and the marine insurance and maritime legal bodies.

**ASIS Chapter 208 will be partnering with SAMI to promote shared values to benefit the membership of both groups and the wider community**

We intend SAMI to develop so that it will also provide the following services:

- *Vet maritime security companies that join SAMI to ensure that they are upholding its standards and ethos.*
- *Examine and comment on legislation and regulations affecting the members.*
- *Take a pro-active role in the formulation of the contracting regime for the industry.*
- *Strive for the highest possible standards of maritime security service within commercial parameters.*
- *Continually improve SAMI guidelines.*
- *Promote the value of using SAMI companies.*
- *Provide a framework for recruitment and training to sustain the industry.*
- *Provide a forum for discussion on matters concerning the industry.*
- *Promote cooperation across the industry.*

There will be several forms of membership for maritime security companies including; service providers, independent consultants, equipment, technology & hardware providers,

training establishment and personnel agencies. Individual maritime security operatives will have a separate membership structure and associate members will include industries such as marine insurance and maritime legal services.

The cornerstone of SAMI is the ability to effectively vet maritime security companies and the operatives wishing to join SAMI and then monitor compliance with SAMI standards. SAMI will therefore have the power to expel maritime security companies and operatives that after their initial invitation to join SAMI fail to maintain the required standards.

SAMI will be a non-profit Association that will be run for the members by the members. The current team is Peter Cook (former Royal Marine Officer and now an Independent Maritime Security Consultant), Steven Jones (former Navigation Officer in the Merchant Navy) and secretary. We are now formulating the structure of the Executive Board to reflect the breadth and depth of SAMI as we go forward.

The principles of SAMI are simple: honesty, transparency and integrity. Our aim is to set clearly defined, achievable standards that will complement regulations already in place within the maritime industry, so that proactive risk mitigation can facilitate the free movement of trade across the oceans of the globe.

We have had a number of meetings with many of the maritime security companies, the insurance industry and governmental bodies about our plans and have had supportive reception.

**We will coordinate the launch of SAMI with that of our media platform the Maritime Security Review (MSR) which can be found at [www.marsecreview.com](http://www.marsecreview.com)**

# Chapter News



Recently ASIS Committee Member Steve Emmins was officially clothed as a steward for the WCoSP in the Chapel Royal of St Peter Ad Vincula at HM Tower of London – other ASIS members were also in attendance for this Annual Church Service – Steve is pictured here with Don Randall, Master of the Worshipful Company of Security Professionals and Tricia Boswell Company Clerk

A few words of congratulations to Graham Bassett (our Vice Chairman-Operations) who having joined the Worshipful Company of Security Professionals last Autumn, attended the Common Hall ceremony in November where he was installed as a Freeman of the Company. Supported by friends, family and fellow ASIS colleagues Graham was presented with his Freeman Certificate by the current Master Don Randall – it was a memorable and eventful evening with some 200 in attendance.

The WCoSP is classified as a Modern Livery Company, having been formed in 1999 when the, now Past Masters, Steve Neville and John Purnell GM QPM DL registered The Guild of Security Professionals with the City of London Chamberlain's Office as The Guild of Security Professionals. In January 2004 the progression to Company without Livery was attained and then in February 2008 became the 108th City of London Livery Company.

The company is a charitable organisation providing education and health services to members of the security professional community - and more recently the development and formation of Chartered Status for security professionals.



## RAF Fighter Command

Organised by Chapter committee member Steve Emmins, some members attended a tour of the WWII RAF Fighter Command HQ.

The Tour which included a brilliant talk, a film and a visit to the museum was enjoyed by everyone.

It is easy to forget the sacrifice made by 'the few' and their supporting comrades. Those who attended won't.



## CPP – Professional Certification and the Pathway to Your MSc

As security is becoming increasingly globalised, it is being transformed into complex systems of interconnections and interdependencies. Unprecedented recent events have increased the demand for heightened security to protect people, facilities, assets, and data. This new security landscape presents both opportunities and challenges for today's security professional.

Business as usual is no longer the key to career advancement and success. As the security job market becomes more competitive, professional certification becomes even more important. And professional certification programmes that are recognised as being at postgraduate level and which link directly into a Masters degree programme, such as the ASIS CPP, are particularly relevant.

Today's employers are not just seeking security professionals, but the proven knowledge or skill set of board-certified security practitioners. Companies now place a high degree of importance on hiring, contracting with, and promoting credentialed security practitioners prepared to tackle today's and tomorrow's tough security challenges. There are attractive career opportunities for those prepared

to capitalise on the demand for board-certified security professionals.

Certification plays an important role in the security industry by identifying high professional standards. As an indicator of qualifications, certification is documented evidence of competency and experience. It is an objective means of distinguishing highly skilled security practitioners from those who claim to be.

**Baroness Henig, Chair of the SIA, has described CPP-certified security management professionals as "shining beacons of light across the landscape of private security".**

Almost 6,000 security professionals in over 3,500 companies and over 70 different countries hold the prestigious CPP certification award, making it the de-facto pre-eminent security qualification worldwide. The study syllabus includes security management principles, administrative management principles (manpower

management), personnel security, the law (UK law for UK-based students), crisis management, investigations management, information security and physical security.

Somewhere between 30-40 Chapter members take this advanced certification each year, and there are currently twenty-three colleagues currently working towards the CPP examination in May. The UK Chapter has one of the highest certification pass rates in the world, with typically 90% of candidates passing the exam first time. The next Chapter CPP preparation programme begins in July, with an Orientation "How to Study" Day on 29 June. Contact the Chapter Certification Representative David Cresswell (davidcresswell@arc-tc.com) for details.

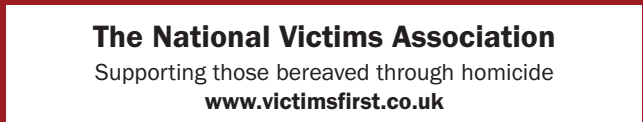
Many of those who certify will go on to study with Bucks New University, working towards the Certificate in Security Management (at postgraduate level) and thereafter the MSc in Business Continuity, Security and Emergency Management.



Mike Alexander Chairman and Graham Bassett Vice Chairman of ASIS International UK Chapter were invited to attend a VSG managers meeting hosted at the prestigious offices of the Bank of America on Canary Wharf. Mike and Graham were asked to speak to the VSG regional managers about the benefits of belonging to a networking organisation like ASIS and the opportunities for gaining international recognised security qualifications (CPP & PSP). All of the Security Managers are CPP certified or studying to obtain their CPP status.



ASIS works closely with many organisations including



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