

“Voted Chapter Newsletter of the Year 2003 by ASIS International”



Managing Learning

BY Stefan Hay MSyl, MISec.M, Minst.D
Director, Security Training Organisation

We live in a fast-paced world, and work in an even faster paced industry. Technologies are developing, attitudes are changing and – as a result of Government thinking on matters such as industry regulation and the ‘wider policing family’ – adapted business models and new working practices are emerging on a constant basis.



www.asis.org.uk

THE 208 NEWSLETTER

AUTUMN 2004

Never has it been more imperative for security professionals to keep pace with developments in the industry. Gone are the days when individuals learned a skill and found a job for life. Moving jobs and switching skills has very much become the norm. In turn, continuing professional development is now a necessity. However, at a time of low unemployment and high degrees of mobility, firms are struggling to retain their best people – particularly at middle management level.

Staff replacement costs

Very few companies really know the true cost of replacing staff. Taking into account the direct recruitment costs, training and development, disruption to clients, not to mention the loss of security industry knowledge, losing our key personnel hits the profit margin. In the more technical and managerial roles the cost can be as high as 1.75 times the basic salary. Even for front line security personnel who are selected and trained to provide a specific customer service, the real cost is nearly 50% of annual pay. With many industry pundits predicting that licensing of some sectors of the security industry could result in up to 30% of current employees proving ineligible or indeed incapable of obtaining a licence, our industry could be facing a manpower related meltdown. It is therefore essential that we analyse the current employment trends and prepare for what could be a very difficult period for recruitment.

The reasons for staff turnover

So, why is it that individuals are leaving our industry, or jumping from one company to another? Is it the job itself? The long hours? Security’s image? A lack of motivation? Is it even a problem that’s specific to our industry?

Thankfully, the Gallup organisation conducted some very useful research in this area. In a 2002 report, the organisation concluded: “Employees leave managers, not companies”. Samples from exit interviews carried out over

many years have shown this to be true, but employers have not responded. The Human Resources Director of one leading security company once advised me that, during staff appraisals, eight out of ten employees (on average) rated their manager as the most disliked aspect of their job. Many stated that their managers needed training on how to manage effectively, and exhibited insufficient security knowledge.

Another poll conducted by Gallup involving more than 200,000 employees across 12 different industries showed that teams were more productive, committed and profitable when staff rated their managers highly in several key areas. In general, staff who stay:

- **have managers who show concern for – and an interest in – their well-being;**
- **are well-advised, and know exactly what is expected of them;**
- **have an identified role that fits their skills;**
- **receive positive feedback and recognition from management for a job well done.**

Planning a path of learning

That said, the blame cannot be placed at the door of the individual managers. Many companies in our industry enthusiastically promote their best security officers or systems installers into management positions in order to motivate them. As a result, the excellent security officers or installers of yesterday soon find themselves to be an average or poor manager of today. They’ll be ‘managing’ a site, project, area or region with a laptop, mobile telephone and company vehicle, but with no formal training or development. Motivation soon turns to de-motivation, while enthusiasm quickly turns to huge disappointment.

There are still examples of those who deliver symptomatic training when a manager can’t do something, but the security industry is now beginning to address management training far

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Dear Colleagues

This is the last letter that I shall write to you as Chairman and it has caused me to review the role and the way it has changed over the past two years.

The role of a Chapter Chairman constantly evolves and to a large extent, it is determined by the size of

the Chapter. The workload, however, is determined by the stature of the Chapter: how relevant and how important membership is regarded by the industry.

The duties taken on by the Chairman may be many and varied. It is, of course, largely a matter of choice whether the Chairman carries out only those duties laid down in the rulebook or develops the role individually. Having said that, it is unlikely that a Chapter would elect a Chairman who did not take the job seriously and took the easy route: the Chairman needs stamina and dedication to do a worthwhile job!

Chapter 208 is one of the largest Chapters outside of the US: when the Chapter was small, it was viewed rather like a "Club". Now, with a membership of between 600 and 700, it is one of the most respected security organisations in the United Kingdom and its members represent every area of the security industry.

Since I was elected Chairman, there have been a number of important issues that have arisen, both nationally and internationally, that have influenced the direction in which the Chapter is developing.

For example, nationally, the new licensing laws and the formation of the Security Industry Authority by the Government have had a huge impact on the security industry in the United Kingdom. As time goes on, the impact will be even greater. Peter Hermitage, John Saunders and their team have striven to achieve the prescribed goals, and have succeeded, on time and on budget. Surprisingly, many people are still ignorant of the legislation and its effects and look to ASIS Chapter 208 and other industry bodies to provide information and advice.

European legislation that may have far-reaching effects on the way many security companies operate is being drafted and ASIS Chapter 208 is involved in the process of evaluation of the legislation and informing its members.

Internationally, 9/11 caused many people to re-evaluate their security procedures. The exchange of information between countries is an essential ingredient in combating terrorism: membership of ASIS International therefore is viewed as useful in providing these networking opportunities. We also have valuable contacts within the Police Service, the SIA, BSIA, SITO, the Security Institute, SISBO and others, with whom we exchange information.

One of the first projects that I undertook as Chairman, in conjunction with our Committee, was to analyse the value of Chapter 208 to its members

and try to formulate a strategy for future development. We did a very simple SWOT analysis and although nothing very surprising came to light, it did serve to crystallise our thoughts.

We came to the conclusion that there is nothing wrong with the Chapter, nor with the way it is managed. However, in order to ensure that we provide our members with what they need from their membership of ASIS, we decided that we should continually evaluate what we are doing. We also realised that when monitoring the situation, we should be prepared to make changes, as and when necessary.

As a result of our deliberations, and in order to make the running of the Chapter more efficient, I changed the structure of the Committee. As you are aware, we now have six Vice Chairmen, each of whom has responsibility for certain areas. Each VC has several members of the Committee working with them

The Committee work incredibly hard at organising events in order to raise money to fund educational projects and various other initiatives. We also make best use of our limited resources by encouraging our members to participate in organising seminars and other events under the guidance of a committee member.

Funding is an enormous issue. There are a number of projects that we could undertake if sufficient funds were available. The cost of travel, alone, is a serious drawback if we try to do anything in conjunction with even our European colleagues. It goes without saying that liaison with HQ would be more effective if we could meet face-to-face more often. The visit that Dan Kropp made last year was a great success. It strengthened ties and gave the European members a different perspective on HQ policies.

There was enormous criticism of ASIS HQ when the membership fees were raised. The generally held view that we should get more for our money is hard to dispel. We have not yet felt any great benefit from the formation of the European Bureau, although those employed in Brussels do not lack commitment.

The rulebook likens the Chairman's role to that of a Managing Director (or Chief Executive) of a Company. However, an MD would expect to have sufficient funds available to run the Company efficiently and to provide for future growth. A five-to-ten-year business plan would be based upon the assumption that the company would make profits. We can make no such assumption.

Over the past few months, I have had conversations with Chapter Chairmen throughout the world. I have learned that their problems are the same as ours, to a greater or lesser degree. In conjunction with the Chairman of Santa Barbara Chapter, I have organised a conference call to discuss many of the issues that we face. We shall present the results of our discussions to the ASIS International Board and I will let you all know the outcome.

The AGM on 19 November will be a memorable occasion for me as it will be the last Chapter event that I will attend in the capacity of Chairman. Stuart Lowden has volunteered to succeed me and I

ESSENTIAL INFORMATION

EDITOR – Charles Thompson, CPP (01634 400395).

EDITORIAL BOARD – Helene Carlsson (020 8840 5571); Bob Cottrill, CPP (01277 362230).

ADVERTISING – Mike O'Neil, CPP (0118 945 4895); Graham Bassett (020 8626 3100).

PUBLICITY – Mike Hurst (020 8385 7881).

ADMIN. MANAGER – Jude Awdry, ASIS UK Chapter 208, PO Box 208, Princes Risborough, HP27 0YR. Tel: 01494 488599; Fax: 01494 488590; e-mail: asis@awdry.demon.co.uk.

MEMBERSHIP ENQUIRIES – Nigel Flower, CPP (01276 686026 - email: nigelflower@msn.com)

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IN GENERAL – The 208 Newsletter welcomes articles & photographs, but while every care is taken cannot be held responsible for any loss or damage incurred while in transit or in our possession. Please send all material to the admin. office. The Newsletter may publish articles in which the views expressed by the author(s) are not necessarily those of ASIS.

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MANAGING LEARNING

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more strategically. Indeed, it is becoming an integral focus of business-related objectives.

Planning a path of learning reinforces employee loyalty, ensuring that a given individual has a sense of their future with the company. Potential employees are now much wiser than they used to be, while it would be true to say that a security company with a reputation for developing its members of staff is viewed as a good company by the end user.

A great deal of progress has been made (and is being made) by SITO, in partnership with industry, in the management education field. Uptake of our supervisory management course has been encouraging, both for the public and in-house versions, and the Advanced Security Officer Programme is proving immensely popular in the UK and overseas. Uptake of the Level 3 NVQ for the systems industry is also on the increase and our STEPS partner in the systems sector, Tavcom; report a growing

interest in technical management programmes.

We have developed a Management Certification Scheme in partnership with the Institute of Security Management, and will be working with the SIA, during 2005, to develop a competency framework for security management.

The excellent work of the many UK universities offering world-class HE programmes in Security and Risk Management should not be forgotten at this stage, and we must also recognise the dedicated efforts of ASIS International and the International Institute of Security when it comes to security management programmes and that of the Security Institute in devising the validation process, which now allows for an independent analysis of an individual's skills, knowledge and experience.

A commitment to education

To quote Molly Meacher – the former chair of the SIA – when she spoke at the 2001 JSIC Annual Security: “Educational

expectations in the industry are low”. Although I would agree 100% with that statement, I would stress the expectations and add that the availability of high level supervisory and management qualifications in our industry is in fact high. The security sector is full of people who are – and have always been – committed to learning for both their own sake and that of others with whom they work.

At a time when the SIA is working to professionalise and transform the security industry (which, in turn, will make a career in the industry more attractive), industry stakeholders must ask themselves what they are going to do to help.

Staff retention and development, in particular at management level, are not just today's concerns. Security companies need to find a way to build on their best people, to build on existing strengths, and keep one eye firmly fixed on the high-risk areas.

Stefan Hay can be contacted on Tel.01905 20004 or email s.hay@sito.co.uk

am sure he will make an excellent Chairman.

There will be a number of presentations on the day, including the Mervyn David Trophy, which this year has been won by Bruce George. Bruce is a very deserving recipient and it is fitting that, in common with everyone else who was privileged to know Mervyn, Bruce held him in very high regard. We look forward to welcoming Bruce and Lisa, his wife, on the day.

I am very pleased to say that our distinguished guests will also include David Dickinson, Chief Executive of the BSIA; Stephan Hay, Director of SITO and Richard Childs, who takes over as Chief Executive of JSIC on 1 December.

The Seminar following the AGM promises to be very informative and we are very grateful to the BBC, not only for providing such a great venue, but also for providing some interesting speakers.

I will not take up more space talking about other events, as you will be able to read about them elsewhere in the Newsletter.

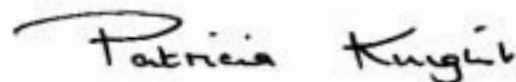
May I encourage you to support the Chapter by attending our educational and social events. The Chapter exists for the benefit of the members and your participation is vital to the Chapter's existence. There is a core of members

who are familiar faces at all functions. Whilst it is good to see such loyal folk, the non-attendees could gain more benefit from their membership than they currently enjoy.

I could not have fulfilled my role as Chairman without the Chapter Committee and I should like to thank them for their hard work and unflinching support throughout the past two years. As I have said many times before, we are all volunteers who have responsible positions within our day jobs. It is sometimes difficult to find the extra time necessary to fulfil our ASIS duties but with the dedication that the Committee shows, we have always managed to achieve our aims.

Lastly, I should like to thank all of you, the members of Chapter 208, for your support and friendship during my term as Chairman. I have been privileged to meet members and guests, with whom I would otherwise probably not have had contact and it has been a very rewarding experience. I look forward to continuing the association in the future.

**Best regards
Patricia**



IDG News

The Item Development Group met recently to formulate new questions on UK Law for future CPP exams. Draft questions have to go through a strict validation process before being submitted to ASIS International for final clearance and subsequent inclusion in the CPP question bank. The IDG will meet again in November to draft more questions for submission to HQ.



Members of the IDG from left to right:
Charles Young, CPP; Charles Thompson, CPP; Pat O'Neill, CPP; John Gilliland, CPP; John Fitzpatrick, CPP; Graham Urwin, CPP; Alan Wright, CPP

Freedom of Information Act – 1 January 2005

UK Chapter Vice-Chairman Chris Brogan, MA offers some thoughts

On 1st January 2005 the Freedom of Information Act takes effect. In brief, this legislation allows Joe Public access to most information held by public authorities. It also allows to the industrial spy, the activist, the fraudster, and general all round villain. At first glance that might not seem of any great importance, but let me see if I can sow a few seeds in your mind.....

Most companies at some stage of their development will file information with a public authority. Your organisation may even be putting in a tender document for an authority's business. Just consider what is in that tender document. How much of the information would you consider to be confidential? Even if you don't consider it confidential, would you really want it to get into the hands of:

- *Your competition*
- *Activists*
- *Fraudsters?*

Do you really want those persons to have knowledge of your:

- *Systems*
- *Methodology*

- *Key personnel*
- *Pricing structure etc?*

We are constantly reading in security magazines that information is one of the most important assets of a company. One of the objectives of a Security Manager is to protect the company's assets, and yet here we have a piece of legislation that makes a company's information readily available.

There are safeguards built in to the Freedom of Information Act. You can classify what you consider confidential and what isn't. It doesn't mean that the authority would agree with you. Do you really want someone outside your control and influence making important decisions of this nature on your behalf?

Can I ask you then what steps are you taking to protect your company's information in view of the Freedom of Information Act? Or, as I suspect, is it something that your Security Department have not been involved in? Has it just been left to those in your organisation who know little or nothing about information security? Could it start to make a nonsense of all that money spent on passwords, firewalls, and information security generally, when the spy, activist, fraudster can wander into the public authority and demand this right under the Freedom of Information Act? He wouldnt even need to give his real name and address.

I thought I would share those thoughts with you.

Chris Brogan can be contacted at:
chrisbrogan@securitysi.com



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BUYING ON-LINE: HOW SAFE IS IT?

In recent years, there has been a huge growth in e-commerce across the world, but reports of problems have put people off. Despite these many concerns, some now argue that it is actually safer to buy online than buying over the phone or handing your credit card over to someone in a shop.

When you pay for something over the internet if the online payment is handled properly your banking details will be "encrypted", which means they cannot be viewed by anyone other than those handling the transaction - usually the banks.

If you're still unsure, Card Watch, the UK banking group that works with the police and retailers to stop credit card fraud, offer the following "top ten tips" when buying online:

Make sure your web-browser is set to the highest level of security notification and monitoring. These options are not always automatically activated when your computer is set-up, so check your manual or the "Help" option.

Check you are using a recent version of your web-browser as it will often include better security features - up-to-date versions can be downloaded free from the Microsoft or Netscape websites. If you have a different browser or use on-line services such as AOL or CompuServe, contact your Internet Service Provider or software supplier to find out how to activate their security features.

Before purchasing from a website, make a record of the retailer's contact details, including a street address and landline phone number. If these details are not available on the website, consider going elsewhere to buy, do not rely on the e-mail address alone.

Do not enter personal details unless the security icon is displayed (this is a small padlock that normally appears on the toolbar of your browser when you begin your transaction over the Internet). You can click on the padlock to see if the retailer has an encryption certificate. This should explain the type and extent of security and encryption it uses. Only use companies that have an encryption certificate and use secure transaction technology. The address of the page where you enter personal details should also start https://.

If you have any queries or concerns, telephone the company before giving them your card details to reassure yourself that it is legitimate.

Print out your order and consider keeping copies of the retailer's terms and conditions and returns policy. Be aware that there may well be additional charges such as postage and VAT. When buying from overseas always err on the side of caution and remember that it may be difficult to seek redress if problems arise.

Check statements from your bank or card issuer carefully as soon as you receive them. Raise any discrepancies with the retailer concerned in the first instance. If you find any transaction on your statement that you are certain you did not make, contact your card issuer immediately.

Ensure that you are fully aware of any payment commitments you are entering into, including whether you are instructing a single payment or a series of payments.

Never disclose your card's PIN number to anyone, including people claiming to be from your bank or the police, and never write it down or send it over the Internet.

If you have any doubts about using your card, find another method of payment.

Quick tip

Do not enter personal or payment details unless the web address of the page starts https:// and there is a small padlock displayed at the bottom of the window.

USEFUL LINKS: The BBCi Crime site provides advice on what to do if your credit card is used fraudulently. The site is located at:

<http://www.bbc.co.uk/crime/support/cardfraud.shtml>, or you can reach it from the link on the Chapter website.

EDUCATION FUND RECEIVES A BOOST

Following the success of the summer Golf Day organised by Stuart Lowden the committee would like to thank the following sponsors for their generous financial support to the Chapter Education Fund.:

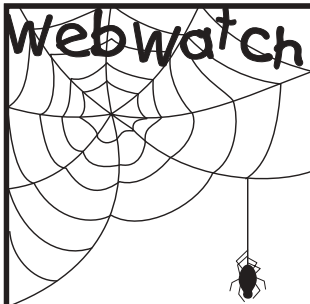
SSR Personnel Services, Yasmeen Stratton; **Lynx Security**, Craig Pickard; **ARUP Security Consultants**, Geoff Whitfield; **Business Forums International**, Elizabeth Smith; **Regent Security**, Paul Harvey; **Sabre Access**, Paul George; **Geutebruck UK**, Bob Rodgers; **Bell Security**, Tim Harris; **Wilson James**, Stuart Lowden

... OOPS!!!

WASHINGTON STATE: Two masked men broke into a store and loaded a cash machine onto a truck. Then they made a fateful mistake: They took off their masks and looked directly at the CCTV camera!

MARLOW, BUCKS. A burglar's getaway was halted when his false leg fell off as he struggled with the couple whose home he was raiding.

HAWAII. A man was badly burned while trying to steal a copper cable from a Maui Electric Co. The cable was actually connected to the local electricity distribution system transmitting 12000 volts!



Compiled by Charles Thompson CPP

New Chapter Website

After much delay the new Chapter website finally went live in August. If you haven't yet visited the site take a look now – www.asis.org.uk

Although the site is still in its infancy, and further design features are in progress, we hope that the new look, ease of navigation, and regular updating policy will encourage members to make frequent return visits.

With features such as Stop Press and Forthcoming Events you'll find the site more informative and up-to-date than the earlier version. Look out for the distinctive "New" tag that identifies recent additions to the site. Visit the Beyond Print page

for unabridged versions of articles previously published in the newsletter, and other items of interest. Current and previous issues of the quarterly Newsletter are also available from a link on the Home Page.

We've re-introduced the Library page so you can search for that elusive security reference work that has always evaded you. The catalogue lists over 200 books available on loan via the library administrators SSR Personnel.

Another useful point of call is the Links page, which is constantly being expanded with useful security related hyperlinks. Links are categorised under four distinct headings (UK, International, Education and Utilities).

During the first full month on-line over 1600 people visited the site accessing over 4500 pages. We would like you all to maintain the momentum by regularly checking into the site. If you have any thoughts on the content of the site, or if you would like to suggest other features to add please contact Charles Thompson on

conset@compuserve.com In the meantime "Happy surfing!"

Some New links

The following new links have been added to the Chapter web site.

www.crimereduction.gov.com

- This is a UK government site providing a range of crime information and statistics. Using a simple post-code search it is possible to gather crime statistics for any part of the UK in graph and tabular formats. Information is readily available for specific categories of crime – e.g. burglary, fraud, vehicle theft, violence against the person etc. Additionally, visitors to the site can freely download a number of useful crime reduction guides, training notes, policy documents, and crime-related news articles.

www.thebci.org/BCAWG.html

- The Business Continuity Institute provides a useful resource for anyone interested in business continuity management. The BCI's "Good Practice" guidelines, which are applicable to all

organisations, regardless of size or industry sector, establish the process and principles of business continuity management, and describe the activities and outcomes involved.. They also provide evaluation techniques and criteria and offer recommendations for good practice. The site also has a searchable database of business continuity news and articles accessible by topic, industry sector, or region of the world. There are also a variety of newsletters and e-journals that can be viewed on-line and for which visitors can sign up.

www.fpa-fireriskassessment.com/introduction.htm

- This site, which is home to the Fire Protection Association, provides basic advice about fire safety in small businesses. It also offers a simple on-line fire risk assessment that can be used by employers or managers in small to medium sized enterprises. The 51 questions on the check-list act as a useful prompt in undertaking a fire risk assessment of your company.

CPP CORNER

Security Managers – Latest Role Delineation

ASIS International has recently completed a review of the role delineation of a security manager, a process undertaken at least every five years. The job analysis instrument was sent to 2500 CPPs throughout the world,

The findings of the study indicate that the basic components of a security manager's job have not changed in spite of the upheaval of the last several years; neither has the weight of the various areas of practice or domains. What has changed is:

the Security Management domain is now divided into

Security Principles and Practices and Business Principles and Practices;

the domain formerly known as Protection of Sensitive Information is now Information Security, with a broader range of coverage;

new tasks and knowledge statements appear in almost every domain, reflecting the new security environment.

The study will provide the basis for a revised CPP program reflecting changes in the security management field. So far as the CPP exam questions are concerned it is important to note that it is in the tasks and knowledge area requirements that issues such as national security laws, terrorism and technology developments are addressed. For instance, new methods of identifying people on a "watch" list could be asked in questions appearing under "Personnel Security", "Information Security" or even "Emergency Management."

SALARY SURVEY – 2004 Contributed by Peter French, RVP, CPP

Following their Survey in August 2002 SSR® Personnel have again revisited the highest geographical concentration of security officers in the UK - Canary Wharf and the City of London. The significant difference is that the median pay point has increased from £6.80 to £8.12 across 1,000 positions surveyed, an increase of 19.4% in 2 years.

General terms of employment for the security officer have continued to evolve, with shorter working weeks leading to more stability of staffing and equally greater trust from client's. Competition between contract and in-house organisations for quality front of house personnel remains extremely fierce within these post code areas. Wage inflation is a feature of the service sector across the South East.

56% of companies who responded rely entirely upon contract management of support services to deliver quality of service. Outsourced staffing for secretarial and general reception duties continues to grow with remuneration rewards high enough that workers travel up to 3 hours per day, although the average worker's travel time is 40 minutes.

Achieving salary status, rather than hourly pay, is the most consistent barometer of those employed in the contract services. Opportunities to be considered 'in-house' are the most consistent reason for moving jobs. But what does that mean?

Equalised monthly pay! The possibility of full rate sick pay! The recent British Airways strike negotiations revealed their average sick day per employee was 17, against the national average of 7. BA endured £60m of additional costs or over-

employment equal to 5% of BA's workforce. The psyche of the contract workers not entitled to full sick pay is to obtain the safety net that others enjoy. An average of 3 sick days per annum is taken by contract workers.

Contributory pensions continue to be quoted by support staff as a tangible benefit, yet there is a relatively low take-up by those working for contract companies. The average age of those opting to contribute to a pension scheme is 49, whilst the averaged support services workforce age is 37. Most pension members had been with a company 5 years, whilst work force employment averages 3 years. In general only 18% of eligible members take up the benefit, but 79% of staff see it as an attractive benefit.

Education and training is a constant motivator according to a majority of workers in the support services workforce. Career trails into client organisations through service support contractors remains a well rewarded route for many, but may still perpetuate the roundabout of attrition.

Peter French, RVP, CPP is Managing Director of SSR® Personnel and has been employed within the Service Sector since 1979. He holds a number of non-executive posts advising on human resource planning, motivation and psychometrics. He is European member ISMA, Junior Warden of the Company of Security Professionals and Deputy Chairman of London Crimestoppers board. He currently advises a number of community employment projects in the UK and overseas. **For further details view the SSR web site www.ssr-personnel.com**

FORTHCOMING EVENTS

Further information about these events, including contact details and relevant internet hyperlinks, can be found on the Chapter website [\[www.asis.org.uk\]](http://www.asis.org.uk)

2004

18 November 2004 - 9th Annual Risk and Security Congress, Holiday Inn, Regent's park, London W1
www.registration@bfi.co.uk

18 November 2004 - 11th International CBRN Defence Symposium, Defence Academy, Shrivenham

19 November 2004 - Chapter seminar and AGM, BBC White City, London W12

23-24 November 2004 – TECHSEC, ExCeL, London.

4 December 2004 - SISBO Forum on Middle East and Terrorism

2005

25-27 January 2005 - IIPSEC, Stoneleigh Park, Coventry

10 March 2005 - Chapter Spring Seminar, BAT, Globe House, London WC2

17-20 April 2005 - ASIS International Fourth European Conference, Security Solutions for the Future, SAS Radisson Hotel, Copenhagen

16 June 2005 - Chapter Summer Seminar, Royal Mail, Conference Centre, London, WC1

23 June 2005 - ASC Lunch, Royal Air Force Club, London

9-11 November 2005 - Safety & Security Asia Conference and Exhibition, Singapore.

MEMBER NEWS

The Chapter is pleased to welcome the following new members:

Nigel Baker
 Frank BallMBNA Europe Bank Limited
 James BerwickWoodside Energy
 Tony BrightwellISC Global UK Limited
 Christopher CadeUBS Investment Bank
 Darren Chalmers-StevensVeritas Software
 Mark CooperC2i International Limited
 Kevin Dale
 Angus Darroch-Warren.....Linx International Limited
 Bob DeeganISC Global UK Limited
 John FarrArmorGroup
 Jonathan FellDigital ID
 David Georgeson
 Eric GoughArmorGroup
 Andrew Hodgson.....BT Global Services
 Anthony Lane
 Chris Lee-Barber.....Shred-It Limited
 Garry LongthorneUSC Group plc
 Alexander MacLaren
 Richard MacNamee
 Bob Martin.....Shell International Limited
 Peter Maunder
 Andrew Mckeown
 Daniel MeadKroll Associates UK Limited
 Nicola MeeMinistry of Defence/DSTL
 Neil PrimroseFiducia Worldwide Limited
 Chris Saynor.....eyefortransport
 Sonny Sidhu.....Securicor Aviation Limited
 David Sparks
 John TeasdaleLink Interchange Network Limited
 Norman ThomasMinistry of Defence
 John Tremayne
 Jon WhitworthControl Risks Group
 Wayne WilliamsMastercard International Inc
 Malcolm WilsonSerco Integrated Services



RECEPTORS SECURITY SYSTEMS

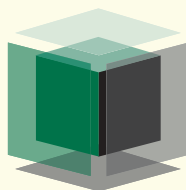
There's **no such thing** as a **typical access control system**

And Receptors is no typical access control company. Ours is a powerful combination of best of breed technology and best indeed service.

- © *Each system custom designed to the customer's precise needs*
- © *Precise service standards and procedures designed for each customer's systems*
- © *Based on the only proven networked panel technology in the market*
- © *Tried and tested in the most demanding environments worldwide*

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