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Protecting Crowded Public Spaces

Andrew Murray



About the Presenter

- Spent eight years in investigation roles with government organisations and private enterprise.
- Then over ten years in providing risk, public safety, compliance advisory and emergency management services to a variety of organisations, across diverse industries,
- Former Vice-President of the International Association of Emergency Managers (Oceania)

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About the Presenter (cont'd)

- Member of the International Counter Terrorism Officers' Association;
- Completed a Graduate Diploma in Disaster Science/Public Safety in New York, and is one of four Australians and one of thirty-five globally, admitted as a Fellow of the Academy of Emergency Management.
- Started ERMS in 2006, to provide emergency, public safety and risk management advisory services to a variety of clients

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About the Presenter (cont'd)

- Currently employed as the Enterprise Risk Manager for Surf Life Saving Qld (inaugural risk management role in the 100 plus year history of this iconic organisation)
- Recently received an executive citation for emergency management at Parliament House in Canberra

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ERMS Clients

- Some of the organisations that ERMS has been involved with:



Australian Government
Department of Defence



SAFETY RECRUITMENT
AUSTRALIA



Australia's Most Famous



Caloundra
music
Festival



rowland.
think. advise. integrate. inspire



BRIDGESTONE



AURIZON.



Dy-Mark



Oktoberfest™
BRISBANE



Roper Gulf
SUSTAINABLE, VIBRANT & PIONEER SHIRE



Gympie Masters




Sunshine Coast
COUNCIL



RACING
QUEENSLAND

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Black Swan Events

- The disproportionate role of high-profile, hard-to-predict, and rare events that are beyond the realm of normal expectations in history, science, finance, and technology.
- The non-computability of the probability of the consequential rare events using scientific methods (owing to the very nature of small probabilities).

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Black Swan Events

- The psychological biases which blind people, both individually and collectively, to uncertainty and to a rare event's massive role in historical affairs.

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Interactive Scenario 1

1. Break up into small groups of three to four persons
2. Based on what you now know about “Black Swan” events, come up with a list of recent examples of these types of events
3. You have 5 mins
4. Select someone to present back to the larger group

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We live in a Vuca World?



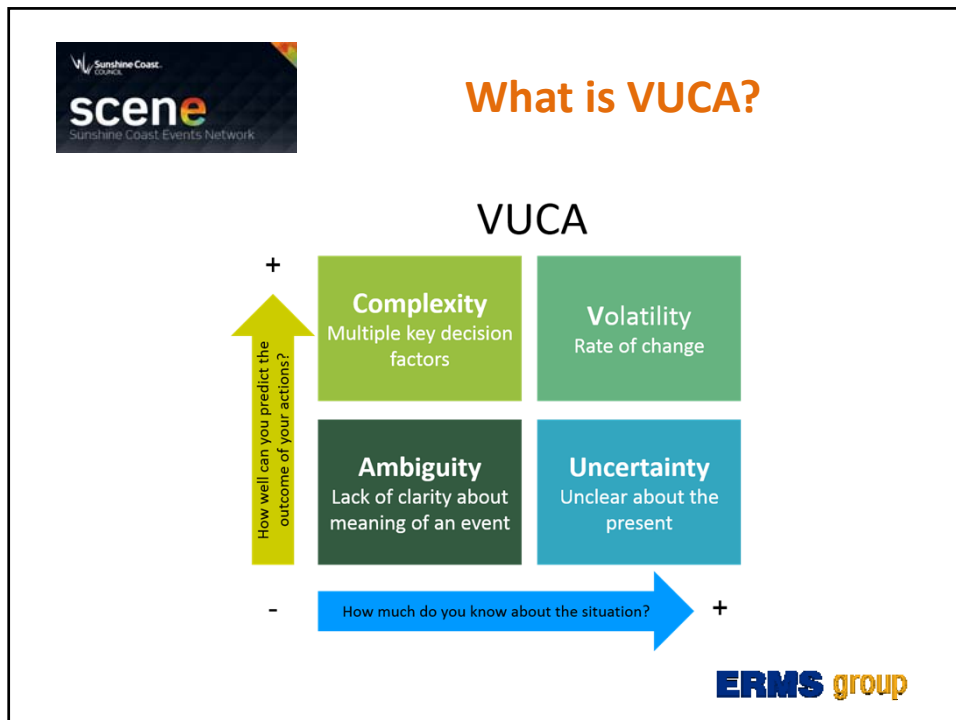
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What is VUCA?

- US Military started using this term in the late 90s for the post-Cold War world
- “Relates to how people view the conditions under which they make decisions, plan forward, manage risks, foster change and solve problems”
- Reflects a fast-paced, increasingly unstable and rapidly changing world
- The New Normal

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Protecting Crowded Public Spaces

Risk Management



Risk Management: Introduction

Managing the risk of terrorism is only one part of a manager's responsibility when preparing contingency plans in response to any incident in or near their premises or event which might prejudice staff safety, public safety or disrupt normal operations.


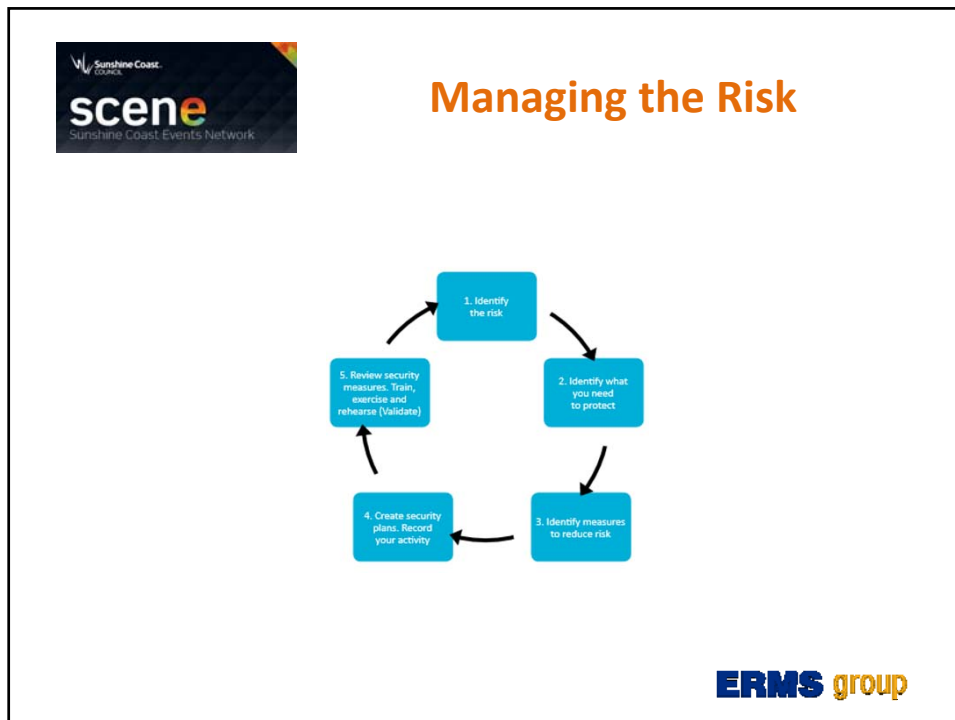
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Managing the Risk

- With regard to protective security, the best way to manage the hazards and risks to your business is to start by understanding and identifying the threats, vulnerabilities and the resulting business impact.

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Step One: Identify the Risk

- Understanding the terrorist's intentions and capabilities, what they might do and how they might do it, is crucial to assessing risk.
- Determine the threat and some of the current terrorist attack methodologies.

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Step Two: Decide What you need to protect

Now that you have determined the risks you can identify what you need to protect. Your priorities for protection should fall under the following categories:

- people (e.g. staff, visitors, customers, contractors, general public)

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Step Two: Decide What you need to protect

- physical assets (e.g. buildings, contents, equipment, plans and sensitive materials)
- information (e.g. electronic and paper data)
- processes and policies – the actual operational process and essential services required to support it.

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Interactive Scenario 2

1. Working in the same small groups
2. Work on compiling a list of the things that you want to protect
3. You have 5 mins to come up with the list
4. Pick someone to present back to the larger group

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Step Three: Identify Measures to Reduce Risk

- Having identified what you need to protect and why, you need to understand what measures your site has in place already, how effective they are and where the vulnerabilities are.
- The measures you use should be proportionate and cost effective; measures should work together to produce an integrated system.

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IMPORTANT INFORMATION

Remember, **TERRORISM IS A CRIME**. Many of the security precautions typically used to deter criminals are also effective against terrorists. So before you invest in additional security measures, review what you already have in place. You may already have a good safety and security culture, on which you can build.

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Step Four: Create Security Plans

- Following a risk assessment, it is recognised that for the majority of crowded place sites and venues the responsibility for implementation of protective security measures will fall on a security manager or an assigned individual.
- They must have sufficient authority to direct the action taken in response to the risk.

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Security Manager or Responsible Person

The security manager at most crowded places should already have responsibility for most if not all of the following key areas:

- The production of the security plan based on the risk assessment.
- The formulation and maintenance of a search plan.

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Security Manager or Responsible Person

- The formulation and maintenance of plans for dealing with for example bomb threats, suspect packages and evacuation.
- Liaising with the police, other emergency services and local authorities.
- Arranging staff training, exercises, rehearsal, testing and exercising. Include their deputies and conduct briefings and debriefings.
- Conducting regular reviews of the plans

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Creating your Security Plans

- Effective security plans are those that are simple, clear and flexible. The security planner should call upon staff with particular business area knowledge to help, such as IT, Procurement or HR manager (to consider countering the insider threat for example).

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Planning Inclusions

Item	Details
Policy	<i>Be clear and document what you want to achieve</i>
Operational	<i>Put processes in place to make the policy work</i>
Physical	<i>The "hardware" that supports any operational process</i>
Training and awareness	<i>Make sure those with a role to play in the security welfare of the site are properly educated and equipped to act confidently and effectively</i>
Validation	<i>Agree and implement appropriate measures to validate plans and arrangements. These may include exercises, tests or other techniques to establish the suitability, sufficiency and effectiveness of your arrangements</i>
Partnership	<i>Working with those who can or are needed to make security work</i>
Review and monitor	<i>Conduct regular reviews or following any change in circumstances such as a change in threat, circumstances, environment, post an incident or changes in</i>
Communication and Media	<i>Identify how you will communicate with staff, visitors, suppliers and contractors</i>

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Operational Action Planning (OAP)

To help progress security planning it is good practice to create an action plan. The action plan should set out:

- the activity to be undertaken
- brief rationale for the activity

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Operational Action Planning (OAP)

- the name of the person responsible for completing the action
- a start date, review date and realistic completion date
- a scale to measure the actions progress, i.e. red, amber or green

The OAP will form an important part of your security audit.

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Step Five: Review your Security Measures

- You should regularly review and exercise your plans to ensure that they remain accurate, workable and up to date.
- Additionally if there is an attack elsewhere or change in threat or circumstance including to suppliers, contractors or stakeholders consider reviewing your plans.

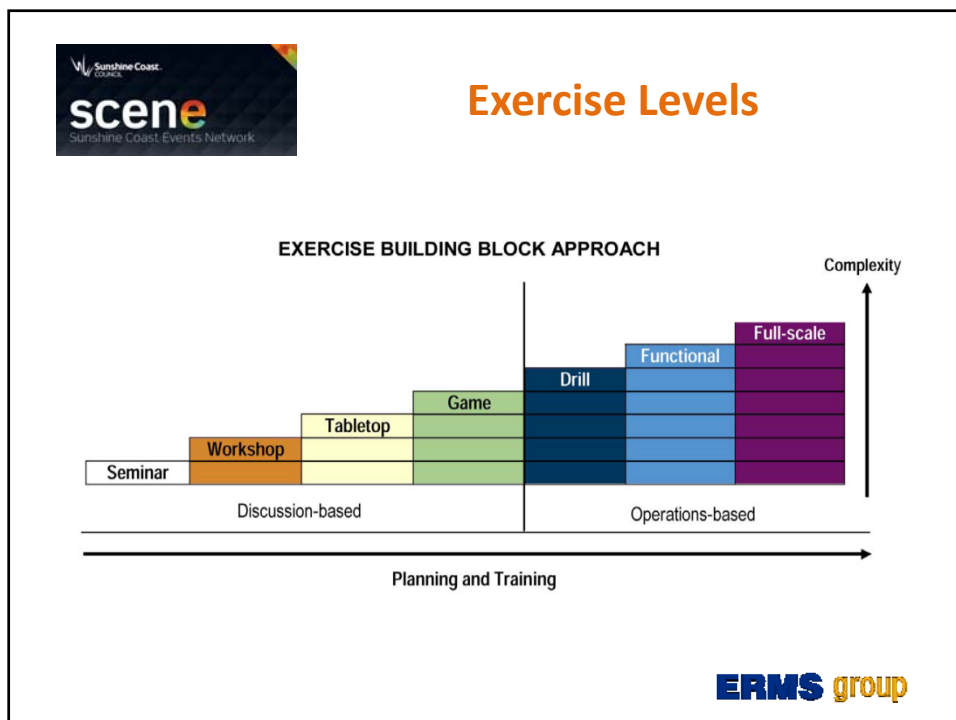
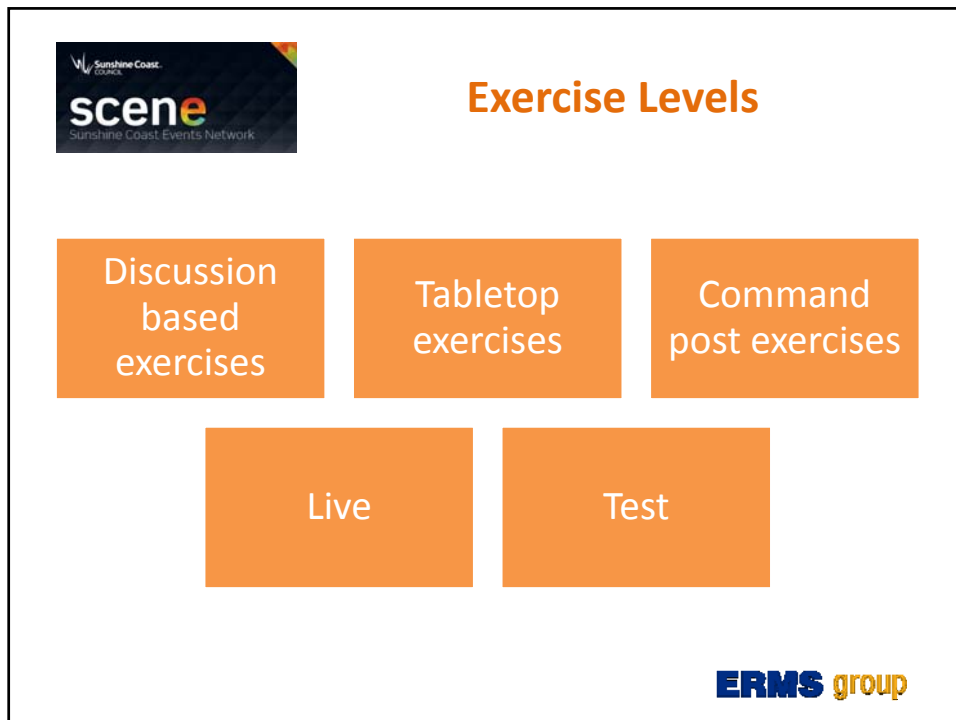
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Exercises

- Managing risk and security planning are on-going processes.
- Part of the validation process is to exercise your plans and use any learning to further refine and ensure plans are workable and achieve the required outcomes
- The Business Continuity Institute (BCI) outlines five categories of exercising; they range in scale and complexity.

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Exercise Levels

Plan Review (Discussion based)	Tabletop/Command Post	Live-Play/Test
Very few resources are required, and can be entirely internal. No disruption to business or staff	More resources, planning and players are required. Can include external agencies	Significantly more resource intensive to plan and deliver
Can identify systematic issues in processes or gaps in processes/policies/procedures	Specific scenarios can be used and operational issues identified	Allows all staff and stakeholders to practice their roles/responses and identify issues that other exercise types do not
Does not address the effectiveness of processes, or allow staff to practice procedures	Virtual nature can lead to practical issues not being identified, and does not test reality	Greatest level of realism, providing confidence that plans are likely to work in a real "no notice" event

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Important Information

The greatest vulnerability to any organisation is complacency!

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Effective Protective Security

Proactive Risk Mitigation



Implementation

- Implementing protective security measures can be a complex process which, if done incorrectly, can be costly and ineffective.
- Owners and operators have a responsibility to undertake a risk assessment and/or vulnerability analysis of their crowded place, implement the appropriate mitigations, monitor them for effectiveness, and review them at appropriate junctures.

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Assessing Security Professionals

The following are factors that you should consider when selecting and assessing a security professional:

- Security licence;
- Education, qualifications, skills, and experience;
- Referee reports;
- Security clearance (where required);
- Professional association and affiliations;

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Assessing Security Professionals

For engagement of a consultant, you should also consider:

- Previous experience conducting security reviews;
- Ability to effectively undertake a security review;
- Impartiality of advice; and
- Published professional work

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Protective Security Guidance

- Before owners and operators make decisions about protective security measures they must first understand how attractive their location may be for a terrorist to attack.
- To determine this, all owners and operators should complete the Crowded Places Self-Assessment Tool found at www.nationalsecurity.gov.au/CrowdedPlaces.

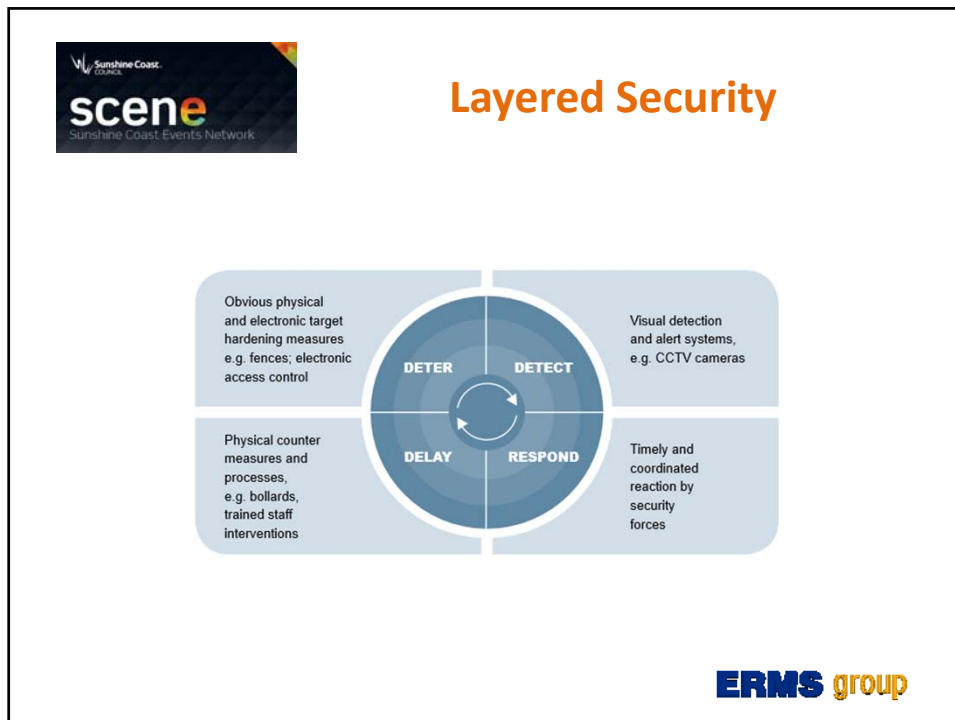
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Protective Security Guidance

- Crowded places encompass a significant range of different locations, venues and businesses. They differ substantially in size and have different levels of risk to manage.
- For example, the security requirements for a large shopping centre will be different from those of a small street market or a large music concert.

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- Layered Security**
- Layered security describes the practice of securing a site by applying multiple layers of complementary protective security measures
 - The goal of layered security is to reduce the likelihood of a successful terrorist attack on a crowded place by building multiple layers of redundancy into a site's security architecture
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Layered Security

- Applying the model better equips those responsible for, working in, and using a crowded place to deter, detect, delay, and respond to a terrorist attack.
- The actual measures owners and operators can use within each of these layers will differ from location to location.

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Layered Security

- The following represents some examples of protective security measures that can be used within each layer. Some security measure can strengthen multiple layers.
- For example, the effective use of security officers can help to delay, detect, deter, respond to, and recover from an attack.

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Layered Security

Deterring a potential terrorist attack can involve the presence of obvious physical and electronic target hardening measures, including:

- Fencing indicating demarcation;
- Perimeter security lighting;
- Warning signs and notices;

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Layered Security

- High visibility security patrols;
- CCTV cameras;
- Perimeter vehicle security barriers.

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Layered Security

Detecting a potential terrorist attack can occur through visual detection and alert systems, including:

- CCTV cameras;
- Electronic intruder detection systems;
- Reporting of suspicious behaviour by security officers, staff, or members of the public;;
explosive trace detection, and bag inspection

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Layered Security

- Vehicle screening and searching;
- Canine explosive trace detection;
- Screening—x-ray machines, metal detectors,
explosive trace detection, and bag inspection

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Layered Security

Delaying a potential terrorist attack can occur through physical counter-measures and other approaches including:

- Security fences;
- Environmental barriers including water features, natural topography, and vegetation;

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Layered Security

- Vehicle security barriers and measures to slow the speed of vehicles;
- Pedestrian and vehicle access control points;
- Trained staff interventions;
- Rapid security officer response

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Layered Security

Responding to a potential terrorist attack requires a timely and coordinated security response throughout a crowded place's area of control. Important elements of response include:

- Security staff who can respond quickly and possess the requisite training, competence and equipment to deal with or limit the impact of threats to the location;

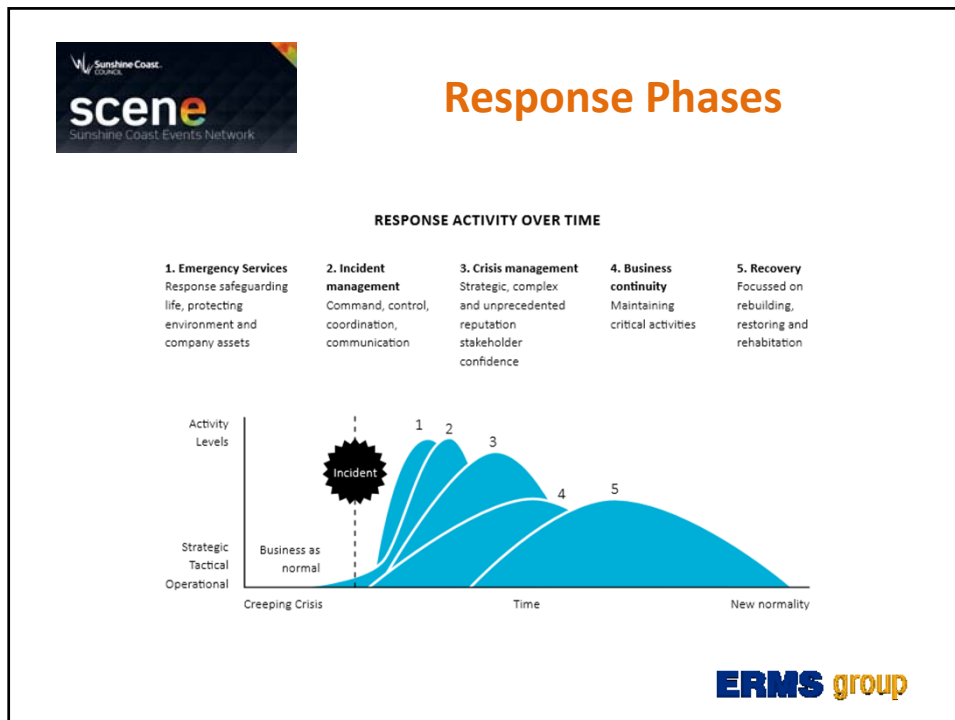
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Layered Security

- Reliable emergency communication systems throughout the location;
- Comprehensive security plans that are understood by all staff and security personnel, regularly exercised, and compatible with local emergency services plans.

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 **scene**
Sunshine Coast Events Network

Emergency Response

- This deals with immediate impacts of an incident, a relatively short term phase that focuses on ensuring people and the environment are made safe.

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Incident Management

- How the organisation will manage the consequences of the business interruption through command, control, coordination and communication. (IM covers who is in charge, how to keep stakeholders informed, escalation processes, coordination of resources, etc.)

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Crisis Management

- Crisis management is about your arrangements to manage strategic, complex and unprecedented events. It is rarely standalone and will require integration with other disciplines.
- Note that an incident may require a crisis management response without business continuity plan activation, such as in the event of major negative media attention about the business.

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Business Continuity

- These are the arrangements you should develop, to maintain critical and urgent business activities to a pre-determined level i.e. what work your business must continue to do to survive the disruption from a terrorist attack.

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Recovery

- This is a plan that usually takes place over a long duration, with wider stakeholder engagement and detailing the priorities for rebuild, recovery and restoration. How and in what order you will return to the new normality following a disruption.

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Insurance

- Insurance can be a useful tool to manage losses or damage caused by an act of terrorism.
- The Australian Government ensures that insurers cannot exclude liability for major acts of terrorism from eligible insurance contracts through the *Terrorism Insurance Act 2003*

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Reputation

- Reputation and goodwill are valuable, but prone to serious and permanent damage if it turns out that you gave a less than robust, responsible professional priority to protecting people against an attack.
- Being security minded and better prepared reassures your stakeholders that you are taking security issues seriously and could potentially deter an attack.

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Neighbours and Partners

- Do you know who your neighbours are and the nature of their business?
- Could an incident at their premises affect your operation?
- There is limited value in safeguarding your own premises in isolation.

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Cost and Proportionality

Security measures can be resource intensive, costly and, if not correctly managed and communicated, can alienate staff and the public and significantly disrupt the day-to-day operations of a crowded place

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Discussion Exercises



Scenario- Background

- For this scenario, you are all part of the “Festival Management Team” for a large festival on the Sunshine Coast
- The event is a multi-day event with an estimated 7,500 to 10,000 patrons per day



Scenario- Background

- Working in the same small groups from earlier, discuss the key actions for each stage of the incident
- Remember that only detail actions that are within your scope of knowledge, and don't make assumptions towards the processes from other agencies or organisations

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Mass Casualty Event

A volunteer reports smoke coming from a car parked on the outskirts of the festival site. They also report someone running away from the scene back into the event site

1. Additional staff despatched to the scene to investigate
2. Volunteer's report logged

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Mass Casualty Event

Staff on the scene confirm that a car is on fire in the car park

1. Event control despatch onsite fire resources to the scene
2. For a small event, this may only mean hand-held fire extinguishers
3. Summon offsite emergency assistance

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Mass Casualty Event

Fire spreads to adjacent vehicles

1. The fire is now well beyond the capability of the onsite emergency response
2. Focus switches to establishing a safe cordon around the incident

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Mass Casualty Event

Fire threatens a number of stallholder vehicles within the car park

1. Staff have to sweep through the car park and found that there are several vehicles with stallholder staff “sleeping” in the same
2. Volunteers make sure that all people sleeping in vehicles are woken and removed to safety

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Mass Casualty Event

Qld Fire and Emergency Service arrives with one tender from local Fire Station but is unable to gain access

1. Special resources are required to clear vehicles parked in the access points for emergency services

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Mass Casualty Event

LPG cylinders in one of the stallholder vehicles; a large Mercedes Benz Sprinter' ignites. A person approaches a volunteer and advises them that there were 6 people sleeping in the back who are unaccounted for

- Exclusion zone established around the incident
- The LPG bottle and fuel tank of the vehicle now erupt in flames, causing significant amount of shrapnel to propel its way into the area that volunteers were cordoning off

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Mass Casualty Event

Major incident declared by Emergency Services (QPS, QFES, QAS etc)

1. Fire and rescue service is responsible for identifying the inner cordon and for the health and safety of all those operating within it. Police are co-ordinating the response
2. You transfer authority for the management of this 'major incident' to the police
3. You remain in control of all areas of the site not immediately affected by the incident

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Mass Casualty Event

Location declared a crime scene by police following the report of someone running from the initial incident

1. Particularly where there are casualties, the police have a duty to investigate whether a crime has been committed and attempt to identify the suspect, who may still be on the event site

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Mass Casualty Event

Area inaccessible to departing patrons

1. With the area unusable because of ongoing fire and police operations, there are huge implications for people stuck onsite

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Hot Debrief

- What have you learned during this exercise?
- Name five organisational strengths.
- Name five organisational weaknesses/gaps.
- What should the next steps in planning and preparing?
- List and prioritize five short-term and five long-term actions for follow-up.

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Increasing Resilience

- Even the most the most robust and thorough protective security plan may not stop a terrorist attack on a crowded place from occurring or succeeding.
- But what well-considered and tested protective security does is reduce both the likelihood of a terrorist attack occurring and the consequences of such an attack.

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Increasing Resilience

- While resilience is difficult to measure in the absence of an attack—you cannot evaluate what has not occurred—it can be assessed through regular testing and evaluation of policies and procedures, exercising security arrangements and responses, and regular and ongoing training of staff.

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Conclusion

Countering terrorism is a responsibility shared by all Australian governments, the community, and the private sector.

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Thank you for your time

QUESTIONS?