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PT Siaga Mitra Nusantara

MVB 2017 Seminar

‘Adding Value Through
An Integrated Security Approach’

26 January 2017

Introduction

- SANCTUARY was established in 2012 and provides security consultation to multi-national and Indonesian companies.
- Our senior consultants are from formal security backgrounds
- 30+ years experience in Indonesia delivering high-end yet practical security solutions based on client issues and requirements
- Taking into account the contemporary Indonesian business and security environment.



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SANCTUARY Clients include

Oil & Gas

Mining

Retail and investment banks

Insurance

IT and cyber

Manufacturing

Hospitality

Property owners and Developers

Schools

Government

Non-government agencies

Foundations



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SANCTUARY Services include

Risk intelligence

Protective security services

Emergency response

Crisis and Risk Management

Business continuity

Security design

Security consulting



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Relevant Capital Project experience

- Threat Vulnerability and Risk Assessments
- Security Reviews and Audits
- Security Design and Commissioning
- Development of Security Management Programs
- Training Programs

Projects include:

Hotels and Apartments
Offices
Conference & Exhibitions Centres
Residential complexes
Data storage facilities
Factories
Shopping malls
Multi-use facilities
Manufacturing facilities
Oil & Gas production and storage
Schools
Airports



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Some Historical Context

Building operators and tenants have had to develop and adapt their crisis plans to meet not only the challenges represented in terrorism but also a myriad of other issues along the way. These include but are not limited to:

Bomb Threat	Bomb Incident	Active Shooter
Protests	Labor Issues	Community Issues
Fire	Earthquake	Flooding
Increased Criminality	Fraud (Internal / Vendors)	Pandemic



History of Threat Landscape in Indonesia

- Most buildings built prior to 1998 had not had to take into account significant crowd violence. The May 1998 riots changed that.
- Up to the 2002 Bali bombings the threat of terrorism was not a major consideration
- The 2003 JW Marriott and 2004 Australian Embassy attacks in Jakarta changed that
- In order to maintain client occupancy building owners had to react
- Suddenly building owners faced new choices and challenges



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Initial 'Piecemeal' Measures

- Temporary Barriers
- Cones
- Barrels
- Police
- Hand held Metal Detectors
- Under vehicle mirrors
- CCTV
- Additional guards



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Reactions To The New Threat

- Some building owners took the decision to go with local tenants only
- Some accepted the need for new security measures and moved ahead
- Some looked to pass this cost onto their 'high profile' tenants
- In many cases it was a compromise with both owners and tenants cooperating on cost
- In some cases the building owners took responsibility for the facility with tenants taking additional measures on their individual floor space



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Permanent Measures For Long-Term Threat

- During the past 15 years facilities in Jakarta and indeed across the archipelago have improved security measures
- These have been undertaken to varying extents
- Many building operators have been pro-active in implementing these changes
- Some have been pro-active only as a result of lobbying by key tenants
- Developers of new facilities clearly have an opportunity to get it right



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What Type Of Property Are You ?

- Hotel / Resort
- Apartment
- Office Tower (Operator or Tenant)
- Retail Facility (Mall)
- Multi-Use Facility
- Housing
- Retail Park
- Industrial site (stand alone or shared site)
- Other (School, Government)



How Do The Threats Impact Your Facility (or Not) ?

COMMON THREATS

- Protests (inc labor/community issues)
- Fire
- Earthquakes
- Flooding
- Crime (including Thefts and Fraud)
- Corruption

PROPERTY-SPECIFIC THREATS

- Terrorism
 - Strategic Target
 - Iconic Target (Brands)
 - By Association (Occupancy / Proximity)
- Protests / Disputes



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Benefits Of A Secure Facility

- Cost vs Benefit
- Peace of mind
- Marketing Standpoint – Competitor Advantage
- Reduced Insurance Premiums
- Reduced legal liability
- Reduced incidents through prevention

With that said. There have over the years been a number of facilities which have sought to reduce their risk by not having companies perceived as 'high profile' targets as their tenants.

WHAT IS YOUR TARGET MARKET ?



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What Measures Can You Take –

NEW BUILD

- Ensure you have an Integrated Security Solution from the outset with Security Consultants working with your architects at the earliest opportunity.

FOR EXISTING FACILITIES

- Undertake a Security Audit to include:
 - ✓ Threat, Vulnerability and Risk Assessment
 - ✓ Physical Review of Existing Security Measures in place
 - ✓ Examination of Perimeter (Access) Control
 - ✓ Examination of Security Manpower (GSP)
 - ✓ Equipment (CCTV and other) and Procedures
 - ✓ Examination of existing Crisis / Incident Response Plans (if any)
 - ✓ Cost effective and risk commensurate Findings and Recommendations



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Example Of A Structured Approach

- Recently company XXX appointed SANCTUARY as Security Risk Management Advisors.
- We are engaged to develop a comprehensive security framework (for a satellite city development) comprising of infrastructure, manpower and systems commensurate with the current and projected threat environment.
- The process ensures that budget and resources allocated to security are sufficient, fit-for-purpose and focused only where it is needed in order to bring risk down to an acceptable level.
- Our security risk management methodology is based on ISO 31000 Risk Management Standard.



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Step 1: The Security Threat, Vulnerability and Risk Assessment

To identify and prioritize the most relevant threats to the development and its intended operations in order to provide a clear understanding of the key security issues that should be considered.

To review current security regime in order to identify any areas of existing vulnerability.

To rate the security risks in terms of likelihood and impact.

This phase includes:

- Threat Analysis
- Vulnerability Assessment
- Risk Register
- Risk Impact/Likelihood Matrix
- High Level Mitigation Strategy



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Typical aspects within the report

- Executive Summary.
- Scope
- Methodology
- Establishing Context
- Location Concept
- General Description
- Demographics
- Threat Assessment
- Country Threat Summary
- Security Environment and Adversarial Groups
- Natural / Environmental Hazards
- Threat Sources
- Risk Register
- Asset Characterisation
- Asset Identification
- Asset Criticality
- Asset Criticality Register
- Vulnerability Assessment
- Target Attractiveness
- Measures to deter, detect, delay
- Measures to respond and recover
- Risk Assessment
- Risk Identification
- Risk Analysis
- [Inherent] Risk Register
- Risk Evaluation (with Mitigation)
- [Residual] Risk
- Master Security Risk Register



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ANNEX X – Security Risk Register

Ref	Threat Category	Threat Type	Targeted Asset(s)	Risk Event <small>(most likely/worst case)</small>	Inherent Risk						Residual Risk					
					(A) Attractiveness	(D) DOD Measures	(L) Likelihood	(C) Consequences	(R) RBR Measures	(I) Impact	Rev. (D) DOD	Rev. (L) Likelihood	Rev. (R) RBR	Rev. (I) Impact		
R1	Terrorism	Improvised Explosive Device (IED)	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Domestic terrorist with international links walks into commercial building with an IED (easily assembled) in a bag high-profile foreign tourist during office hours which detonates upon opening resulting in moderate damage and multiple deaths and injuries.	High (4)	(3)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R2		Vehicle Borne IED (VBIED)	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Domestic terrorist with international links (on a suicide martyrdom mission) drives a vehicle carrying a large quantity of high explosives at speed into the main lobby of a prominent hotel in the CBD (catering to large numbers of foreign nationals) and detonates, resulting in extensive structural and other damage, multiple deaths and injuries.	High (4)	(3)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R3		Person borne IED (PBIED)	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Domestic terrorist with international links (on a suicide martyrdom mission) wearing a suicide vest with (kg) high explosive on a martyrdom mission walks into a western branded coffee shop in the CBD during busy lunchtime and detonates, resulting in moderate localized damage, multiple deaths and injuries.	High (4)	(3)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R4		Small arms attack (direct/indirect)	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Domestic terrorists with international links open fire (using long barreled automatic weapons and grenades) inside an entertainment establishment (frequented by foreign nationals) resulting in multiple deaths and injuries.	High (4)	(3)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R5			Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Domestic terrorists mount a small arms attack (using long barreled automatic weapons and grenades) at a police command or post resulting in multiple police deaths and injuries.	High (4)	(4)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R6		Vehicle ramming incident	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Amateur terrorist deliberately drives his vehicle at speed onto a pedestrian shopping, eating, outdoor event area during event or peak period resulting in multiple deaths and injuries.	High (4)	(3)	(4)	Likely (4)	(5)	(4)	Extreme (5)	Very High (5)				
R7		Sharp weapon attack	Residential zones, Industrial zones, CBD/Commercial zones, Education establishments, Places of worship, Sports and Recreational facilities, Essential services, Police / Military.	Amateur terrorist pulls out a machete and attacks random members of public on a street outside a busy commercial premises resulting in single death and several injuries.	High (4)	(3)	(4)	Likely (4)	(4)	(4)	Major (4)	High (4)				
R8		War, Civil War, Insurgency or Coup.	All assets	Radical elements within the military seize power from elected government and impose martial law across the country resulting in restrictions in movement and disruption of operations.	Very Low (2)	(4)	(4)	Credible (3)	(3)	(4)	Major (4)	High (4)				
R9		Civil disorder, riots and insurrection	All assets CBD/Commercial zone – standalone e.g. shopping mall	Large numbers of disaffected individuals take to the streets and engage in random assaults, widespread vandalism and looting due to a perceived injustice resulting in a stampede.	Medium (3)	(4)	(4)	Likely (4)	(4)	(4)	Major (4)	High (4)				



Step 2: Concept Security Master Plan

Purpose:

To define the security operational requirements and present a recommended security risk mitigation plan for approval by management.

A concept security master plan will provide proportionate security controls based upon Security Threat and Risk Assessment, designed to reduce the risk ratings down to an acceptable level.

The Concept Security Master Plan will provide an overview of recommended requirements for security including:

- Security management/organization;
- threat monitoring;
- baseline protective security measures;
- ramp-up procedures during periods of heightened threat;
- incident/emergency response measures;
- crisis management framework.



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Owner Benefits of This Approach

By identifying the threats and likely impact (risk) owners can

- Avoid
- Reduce
- Transfer
- Retain or Accept

This system cascades down through Conceptual Planning into Operational Requirements

Allows Security Design at the planning stages

Architectural design, integration, future proofing

Implementation Of Measures (Human, Technical, Procedural)

Friend or Foe

What you Get is Invariably What You NEED



Reduces cost

Improves efficiency

Meets baseline requirements for Duty Of Care

Excellent selling point in a competitive market

Meets stakeholder requirements for:

- Current or prospective Partner(s)
- Current or prospective Investor(s)
- Current or prospective Tenant(s)



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Developer, Owner, Operator Benefits

- ✓ Reduces cost
- ✓ Improves efficiency
- ✓ Meets baseline requirements for Duty Of Care
- ✓ Excellent selling point in a competitive market
- ✓ Meets stakeholder requirements for **Current or Prospective**

Partners
Investors
Tenants

BE SAFE

AND

BE HAPPY !!!



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Partner & Tenant Benefits of This Approach

- ✓ Protects their investment (people and assets)
- ✓ Recognized by Corporate Risk Owners
- ✓ Shows owners to be pro-active
- ✓ Meets compliance
- ✓ Meets baseline security standards
- ✓ Offsets additional costs
- ✓ Value for money

BE SAFE

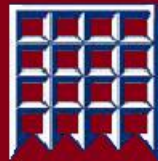
AND

BE HAPPY !!!



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Semper Vigilate

Thank You