



Surety International

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The Terror Attack Cycle

A terrorist attack is the culmination of a six-stage attack cycle.

Organisations and people put themselves at risk when they become complacent – they miss the indicators of a developing threat - the best defence is situational awareness. This allows you an opportunity to disrupt the terrorist attack cycle.



In the target selection and planning phases the terror groups are looking for a pattern of behaviour, or weaknesses to develop their own attack methods. When targeting a person, terrorists will look for the time people leave for work, routes taken etc. They also will take note of what type of security, if any, is used. For fixed targets, they will look for patterns and levels of security, etc. This information will be used to select the best time and location for the attack, and to determine what resources they need.

Terrorists may conduct their surveillance multiple times. This offers situationally aware people and organisations an opportunity to disrupt the Cycle. By revisiting sites and locations, the terrorist risks being observed and compromising the operation.

Through every person being situationally aware and vigilant your organisation can develop a robust and quick reporting mechanism of passing observations and fears directly to your security personnel. A key in this disruption technique is staff obtaining seemingly trivial information which trained security can take advantage of to ensure the cycle is broken.

Consultancy – Afghanistan

Email:

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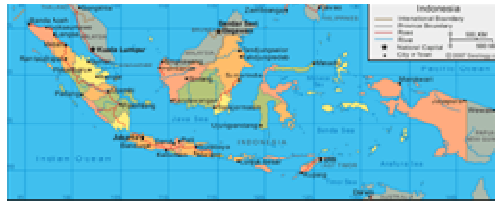


Surety has now a consultant working in Afghanistan, so we are able to offer clients some extra services in that AO;

- An independent review of security services, including;
 - Risk assessments or reviews of what you are receiving
 - Review of your security contracts to advise on whether you are being under or over serviced, along with a market assessment of charges
 - Review and advice on your Security Plans & Standard Operating Procedures (we can also assist in putting these together into an integrated plan)
 - Advice on security equipment purchases, intelligence support services

Again we are independent of other companies operating in the area so are able to provide unbiased advice on what you currently have or think you may need. If you would like to discuss on no obligation, just contact our Head Office.

Indonesia Security



Indonesia is a generally benign environment for western organisations; however, they continue to experience a medium threat of

terrorist attack – albeit across a large country. Caution and pre-travel advice should be sought for some areas, in particular high profile western favoured facilities, particularly in Jakarta.

There have been recent major attacks on westerners, with bombs in the Ritz-Carlton Hotel and JW Marriott Hotel in Jakarta. Terrorists have also attacked or planned to attack places where Westerners gather, including nightclubs, bars, restaurants, hotels.

If you are evacuated from anywhere for a bomb threat or explosion, you should not gather with a large group. Terrorists have been known to conduct secondary attacks targeting bystanders and those who come to help. Instead, you should immediately move to a safe location (hopefully in line with your Security Plan) and only return to the building when authorised to do so.

In planning your activities, consider the kind of places known to be terrorist targets and the level of security provided at venues. Political rallies, protests and demonstrations occur regularly. Most are publicised in advance and are often held near major government

buildings and embassies. You should avoid protests, demonstrations and rallies as they can turn violent with little notice.

Also the outcomes of judicial processes, trials of extremists and the implementation of sentences, could prompt a strong reaction from their supporters such as demonstrations and acts of violence.

Mitigating Risk

To add to our understanding of risk and build on our analysis from the last Newsletter, we will look at mitigating risks. When you have identified risks the next step is how to treat the risk. Risk management methods (with some simplistic explanations with respect to a scenario)– e.g. there is a risk of attacks on a particular road - are:

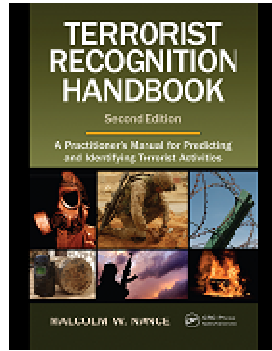
- Elimination - simply not following an action path – *don't use that road*
- Reduction - reducing the severity of possible outcomes - *only selected personnel may use that route – e..g trained security*
- Acceptance - *the road may be the only route to a vital facility – but should only be utilised when the possible 'loss' is low or minor*
- Transfer - *travel on the route is sub-contracted to another organisation or the 'loss' is transferred to an insurance policy*

In essence;

- If a flaw exists, implement measures to reduce the likelihood of the incident.
- Apply layered protections, designs, or controls to prevent an incident occurring or lessening its consequences.
- If the attacker's cost is less than the gain, apply protections to increase the attacker's cost.
- If the risk of the loss too great, apply design principles, and administrative protections to limit the extent of the attack, thereby reducing loss.

The whole process of deciding on mitigation strategies is something that should not be taken lightly and must be agreed by the highest levels within projects.

Terrorist Recognition Handbook: A Practitioner's Manual for Predicting and Identifying Terrorist Activities



To even start to protect yourself against a terror threat, you need a sound understanding of terrorist motives and methodology. Exactly who they might be, what are the indicators of terrorist activity, and how to understand intelligence information? Unfortunately, most international organisations 'think' they understand the basic knowledge necessary to prevent or mitigate an attack.

Nance's Terrorist Recognition Handbook has information on geopolitical factors affecting global terrorism and regional insurgencies. It includes analyses of transformations within modern insurgencies and newly active global and regional terrorist groups.

The entire book is designed for easy reading on any given topic, it does not need you to read from end to end – it is more of a reference work.

New Tracking Devices

Surety maintains a close watch on technological development in the security industry. While we have used certain excellent systems in the past to track staff and vehicles with emergency in duress alarms, we are currently trialling several systems which will reduce the overall costs – and hence our operating monthly charges – significantly. If you are interested in looking something in the near future then please contact us, otherwise when we have finished our trials we will advise on the outcomes.




Security Survey – Due out in January 2010



Surety is currently building an International Security Survey tool for dissemination to addressees. Our intention is to email a Level 1 Survey in PowerPoint format, which will be followed up by a more detailed document which will build a risk based score for all

respondents.

Our researchers will tabulate all incoming replies and build what we hope to be a good baseline from a variety of organisations, which will be built into a research report and disseminated to our database.



Naturally all personal identifiers will be removed and only country/region based data will be analysed.
