



# Surety International

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## The Security Risk Model – Part II

### The Risk Model

ISO 31000:2009, the International Standard on Risk Management has been adopted as it is a proven robust tool to quantify risk.

Remember: *Security threat + Impact + Likelihood - Mitigation = Security risk*

By using the results of data collection from last month's newsletter, we can enter into the Risk Matrix the inputs (threat impact and likelihood) together with the impacts and probabilities we have worked out, we produce a security risk for each type of threat.

### Consequences (Impact) and Likelihood Tables

	Rating	Description	Indicative Frequency	Probability (%)
Likelihood	<b>Almost Certain</b>	The event will occur	Once in 1 year	99.99
	<b>Likely</b>	The event has previously occurred	Once in 3 years	33.33
	<b>Possible</b>	The event might occur once	Once in 10 years	10
	<b>Unlikely</b>	The event does occur somewhere	Once in 30 years	3.33
	<b>Rare</b>	Something like the event has occurred elsewhere	Once in 100 years	1

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	Rating	Impact on Operational Functions	Loss Time (Months)	Value (USD)
Consequence	<b>Catastrophic</b>	Total loss of functionality & all operations ceased.	19 +	> 10,000,000
	<b>Major</b>	Majority of functionality lost & major loss in operations.	9 to 18	900,000 - 9,900,000
	<b>Moderate</b>	Some functionality lost & some loss in operations.	4 to 8	100,000 - 900,000
	<b>Low</b>	Minimal loss of functionality & minor loss in daily operations.	1 to 3	10,000-99,999
	<b>Insignificant</b>	Negligible loss of functionality & no loss in operations.	< 1 month	<10,000

Each organisation will have to work out the definitions for each, i.e. what constitutes a catastrophic loss for HR, what constitutes a high

likelihood of an event occurring. The tables are included as *guidance only*. It is vital that your organisation decides what is crucial or not to you.

**The Risk Model – Assigning Risk**

Taking the ratings from the tables above, we can enter them into the Risk model, to arrive at the overall, un-remitigated risk

		Consequences				
		Negligible	Minor	Moderate	Severe	Critical
Likelihood	<b>Certain Imminent</b>	Low	Medium	High	Critical	Critical
	<b>Very Likely</b>	Low	Medium	High	High	Critical

	Moderately Likely	Negligible	Low	Medium	High	High
	Moderately Unlikely	Negligible	Low	Low	Medium	Medium
	Unlikely	Nil	Negligible	Negligible	Low	Low

So, now we have Threat +its Impact + its Likelihood to give overall Risk.

**Next Month** – How the data above is built into a RM Matrix and how to develop plans to mitigate (or even remove) risks.

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## Country/Region Specific Security Alerts and Updates

Surety International provides intelligence, security and risk expertise to companies and organisations operating in high risk environments. We are experienced and large enough to have world class analysts for almost every medium to high risk environment in the world. We also pride ourselves on being small enough to be client focussed and to concentrate on providing our clients exactly what they need in support of their business and operations. We constantly are adding to and fine tuning this source of knowledge so that every client actually has a bespoke product and service suited to them alone.

On a weekly basis we produce a country specific alert of activities and our analysis on an area, as defined by the client. This is also complemented by our 'push' intelligence practice of, after client discussions, ensuring incidents which require immediate notification are acted upon, and providing instant alerts for mission/business critical incidents.

The Reports can be delivered via email to as many addresses as the client wishes and are usually weekly. The reports will address:

- Threats and Risks
- Incidents which have an impact on your operations
- Analysis on what the incident come mean in the broader picture of your environment along with

recommendations on changes to profiles and movements if required

Contact us for sample reports pertinent to your operations along with a low cost quote starting at USD250 per month.

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## Evacuation Plans

Your organisation should have one person who is responsible for establishing evacuation plans, which must be agreed, briefed to all and tested. Evacuation plans can be divided into:

- **Semi-evacuation** - in case of general threats – for example an election which in the past has caused untargeted attacks/riots – a precaution to reduce personnel numbers to a skeleton team.
- **Full evacuation** - when there is enough time for the whole team to evacuate in an orderly manner and take all the equipment, vehicles, etc., with them. Must include as much ‘wrapping up/handover of work as possible.
- **Emergency evacuation** - when there is time for the team to take only the most necessary equipment and vehicles. Particular attention must be paid in the plans to have triggers which the responsible person monitors and makes sure necessary steps are taken – e.g. Fuelling of vehicles, visas for border crossings, planned evacuation routes etc
- **Bunkering Down** –in Situ plans for situations when it is either too late or too dangerous to move.

Grab Bags should be a mandatory item maintained by all, staff while stationed/working in hostile environments – simple seemingly innocent situations can and have escalated into crisis situations – often outside of what a westerner can culturally understand or pre-plan for.

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## Threat Warning Guidance

The basis for all security measures should be situational awareness. The organisation as an entity and its staff must be aware of the threat and the need for personnel to take ownership of their own safety and how their actions could put others or the organisation at risk.

Terror attacks follow some basic steps – as detailed in our Newsletters of January and February 2010. Situational awareness is one of your greatest assets to interdict this cycle. It can also protect you from incidental incidents like

Mine/IED awareness.

If you are unfortunate to be involved in a disaster, then preparedness will assist you in negotiating those initial critical moments of confusion, disorder and general mayhem. Your Crisis & Emergency Plans if well developed, briefed and trained will provide you skills and assets to negotiate you safely out of the situation. This could be having documentation and money on you, maps to let you know where safe houses are or safe routes, if you have tracking devices then communications with your emergency team who can give you support and guidance.

All of this is only available when you have good planning and awareness supported by a team well versed in crisis management and the prevailing situations in your immediate area.

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## Short Term Relief Security Manager Service

Surety's new Security Management service – Relief Security Managers has found a much needed niche amongst international development organisations. Our Locums can cover your security functions for leave periods, unforeseen illnesses, emergency absences, periods of heavy workloads, etc.

We have several expatriate Security Managers who have experience with International NGO and multinationals across almost every conflict area. Surety offers the services of these managers to organisations who have a short term gap in their coverage or need some additional help. We can have these people on site with you anywhere in the world in just a few days – even if your need is only for 1 week.

Our Locums can and will;

- Continue implementation and management of current security procedures
- Independently review current standing
  - Security Orders
  - Crisis & Emergency Plans
  - Guard Orders
- Report directly and exclusively to your Country/Project Manager
- Offer complete transparency in our work
- Guarantee non-disclosure of your operations to any 3<sup>rd</sup> party

Contact us for more information – [enquiries@suretyinternational.com.au](mailto:enquiries@suretyinternational.com.au)

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## Vital Plan Reviews

In an emergency, the safety and protection of people is paramount, although under this operations need to continue effectively. The crucial issue for senior management is being able to identify when an incident has developed from something that line management can handle, to something that is a crisis; a crisis is something that potentially damages your reputation, business continuity or creates liabilities.



Ultimately Risk/Issue Management, Crisis/Emergency Management and Business Continuity Management/Disaster Recovery requires very specific skills in terms of management. This has become all the more important with liability that may result from an inability to prepare for, and manage, crises and emergencies

Surety assists companies and organizations to develop and maintain Crisis, Emergency and Business Continuity Management capabilities in a few short days of intensive work, including workshops, presentations and policy development

Ultimately Risk/Issue Management, Crisis/Emergency Management and Business Continuity Management/Disaster Recovery must be a seamless management continuum across all lines of business.

Our specialists can review, train and support future Crisis planning in just a few short days of intensive work, including workshops, presentations and policy development.

If you feel you have a need to review your current contingency planning or have never 'thought about it' before, contact us for a no obligation proposal.

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