



Surety International

Integrity, Intelligence, Inclusiveness

Case Study International Hotels – Islamabad & Kabul

Company Overview

The Hotel organisation with a network of premium hotels across Central Asia has established a high reputation for providing quality in a secure environment.

Part of its mission is to develop hotels and resorts in challenging areas so as to promote development of the host country.

The Challenge

The Group required Surety to conduct an independent risk assessment and security audit on its hotel in Islamabad, and a hotel then under construction in Kabul. The Kabul hotel was somewhat problematic due to its early stage of construction, though Islamabad presented as a challenge to produce a review which implemented a security plan for a facility typically accommodating US diplomats of the highest rank.

The Process

Prior to auditing the existing building, it was necessary to first have an appreciation of the situation. Using the methodology of AS 4360 (the Australian Standard for Risk Management), a risk assessment was carried out taking into account nationally based risks (violence due to external and internal terrorism), local risk (regional and municipal petty / organised crime) and internal risk (theft by staff, for example).

The assessed risks provided a graded table which was used as the basis to audit security procedures to remediate these risks. This audit included, but was not limited to:

- Vehicular and pedestrian access
- External attack (from IED, RPG etc)
- CCTV monitoring
- Theft
- Vetting of staff
- Guard force management
- Information security
- Security documentation

The Result

The resulting document was presented to the General Manager of the hotel, who subsequently initiated an implementation for the recommendations (including the installation of a vehicle maze on the entrance ramp, and limiting pedestrian access from front of house and from facilities entrances). A significant focus was the mitigating of risk posed by terrorist attack on all parts of the hotel, while allowing hotel operations to function.

As a follow-up, the consultant was invited back to the hotel a year later to assess the implementation of the audit recommendations, having completed a similar process for the Kabul Hotel.