



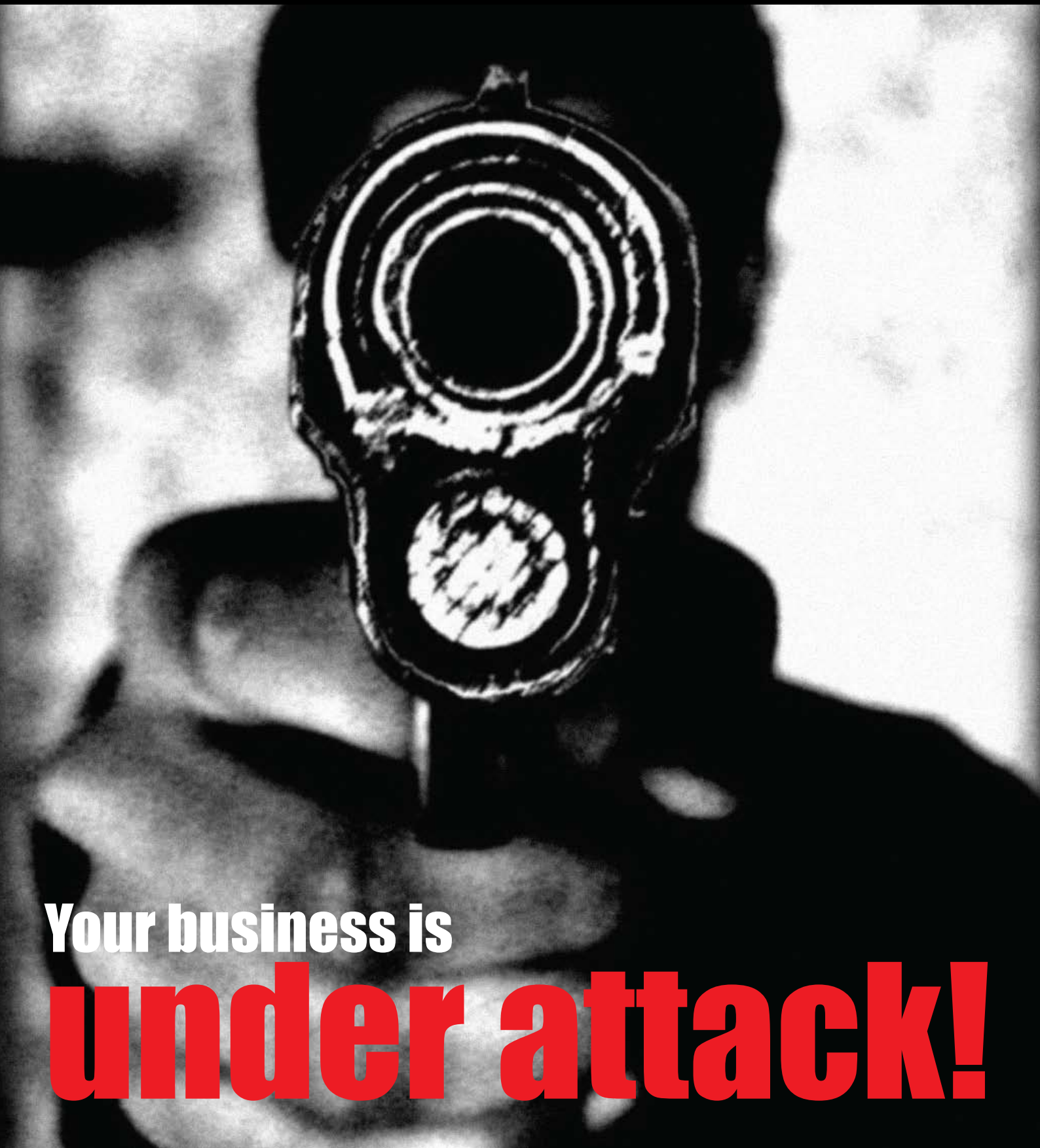
Training For Success

...minimising corporate threats

Crackdown

Winter 2008/09

Proven Protection for all forms of corporate risk



Your business is

under attack!



Your business is under attack!

You may disagree but the facts usually prove otherwise. If you wait until after the event, your whole corporate survival may be in question

Burglars, fraudsters, disgruntled employees, fires, floods, animal rights protestors or terrorists could all pose a corporate risk – a threat to your company's profitability, integrity, reputation, the wellbeing of your employees, even your future.

In these nervous times, many big corporations have drawn up detailed policies to combat external or internal threats – but how good are they? How exactly can you test whether your systems could stand up to an attack?

How would you cope in the aftermath of a major incident? Would you still be in business the day after another 9-11 style attack? Would your organisation be able to deal with the kidnapping of a senior executive or family member without it all going tragically wrong?

Training For Success (TFS) has created a range of sophisticated techniques and software that can help business leaders manage these fast moving events realistically and in real time.

Launched in 1997, TFS works with organisations to minimise threats, providing a range of training courses and

consultancy services to help companies and their workforces effectively deal with threats and risks to their business. The TFS client list includes major supermarkets such as Sainsbury's, Waitrose and Tesco, security firm G4S, OFCOM, Sony, O2, central government, local councils, and the International Bureau of Aviation.

TFS has earned an enviable track record in partnering the emergency services and it also has strong links with the Critical Event Directorate at the Institute of Criminal Justice Studies at the University of Portsmouth. All TFS Critical Incident Workshops incorporate its latest research.

Here are a few scenarios that TFS can help you plan for:

- Imagine, for instance, that protestors have just chained themselves to your main entrance gate and, with the media out in force, the eyes of the world are on you and your employees' every action. Unfortunately, the only people who are not there in numbers are the police as you're based in a rural area and there is only a small local station. How do you deal with the situation in such a way that not only minimises the immediate repercussions but also ensures that

the company is not found to be at fault some years later when cases come to court or there is a public enquiry?

- A close relative of the owner of a major manufacturing organisation is kidnapped by criminals demanding a substantial sum of money as ransom.

It may sound outlandish but not for people that experience incidents just like this every year. For them, the typical 'it won't happen to me' response is far from reality now. But what use, surely, is a plan – a piece of paper – in dealing with a major criminal or terrorist event? The answer is, a surprising amount, according to TFS managing director, Ian Kirke. "Having a plan can point you in the right direction. What TFS can then do is work with you to identify any deficiencies in your response plans."

Even when the emergency is over, having a drawn up plan that has been thoroughly tested is also very valuable in other ways, he says. "When, ultimately, there is a public enquiry or a civil claim against the company, it is extremely useful to be able to show that decisions were made according to the plan, based on the intelligence that was available at the time."

TFS's training has often been put into practice in real life situations. One major energy company put around 35 of its senior executives through a risk analysis workshop in which they tried to assess all the potential risks to the business, including demonstrations outside one of their plants, only to find themselves faced with just such a situation a short time afterwards. Protestors had chained themselves to the entrance gate, in such a way as to make it difficult for the local police – who had almost no experience in dealing with this type of event – to remove them without causing injury. That could have resulted in very bad publicity for the company.

However, one of the company's managers remembered his TFS training, including how to deal with these 'lock on' techniques and the whole incident was defused quickly before the incident could escalate.

Tactical plans and operational support have in many other cases allowed TFS clients to complete building projects on time and meet other key deadlines. Management at a major confectionery manufacturer found themselves facing a rather different situation late one evening. A man claiming to be a police officer telephoned saying that his son had just eaten one of their chocolate bars and claimed it had been laced with cannabis. Should the company initiate recall procedures at vast expense and with incalculable damage to its image and public confidence in its products?

Many senior staff had already gone home but fortunately one of the duty managers had received TFS drugs awareness training and asked the caller about his son's symptoms. He also asked for evidence for forensic analysis. Faced with someone who clearly knew what he was talking about, the caller suddenly seemed to lose his enthusiasm and announced that he would not, after all, be pursuing his claim against the company. The real police later caught up with him.

Training for Success's directors – Ian Kirke and his partner, Rob McHarg – have based many of their training and consultancy solutions on their former careers in the police service, working in an area well-known for high and increasingly violent crime.

"After having qualified as a police trainer, I spent some considerable time working in the main town centre focusing on retail and commercial crime. It was during this time that I became aware that in the vast majority of the crime incidents I attended, which included shoplifting, robbery, burglary, assaults, fraud, and internal theft, the victims had little or no training in how to deal with the range of challenging and often violent situations they faced in the workplace,



often on a daily basis. I spoke with many retail managers, pub/club managers and business owners who had been victims of crime and they regularly raised their concerns over the lack of training they had received from their companies in dealing with internal and external threats and the limited assistance they were able to get from the police. Through the launch of TFS, we have tried to address this gap in the market and the quality of our customer base demonstrates that businesses of all sizes can clearly see the value of working with a specialist partner in this area," states Rob McHarg.

With southern England's largest industrial estate near to TFS' head office and London's Heathrow Airport close by, the theft of high value products such as mobile telephones, computer chips and high value consumer products represent another 'neighbourhood' problem.

The opportunity to work with local businesses facing such challenges came in 1997 when Thames Valley Police introduced the 'Business Interests for Police Officers' scheme that allowed serving officers to pursue commercial interests, subject to strict guidelines. Rob and Ian started to offer training in dealing with crime and various threats, initially on a part-time basis, before the volume of companies requiring their support demonstrated the need and potential for a full-time business solution.

They have subsequently both gained law degrees to further extend the range of advice and support TFS can offer.

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Ten years on, TFS is now firmly established as one of the UK's leading companies specialising in minimising corporate threats and profit protection with an impressive client list including a growing number of FTSE 100 companies.

CONSULTANCY OFFERINGS

- Managing Protestor Activity
- Dealing with Major Incidents (including white powder incidents & post handling)
- Surveillance Techniques
- The Regulation of Investigatory Powers Act 2000 (RIPA)
- The Freedom of Information Act 2000 & The Environmental Information Regulations 2004
- Defensive Driving
- Corporate Manslaughter
- Mediation
- Business Security Reviews and Corporate Risk Assessments

The enemy within

'Inside jobs' are on the increase and even the 'model employee' may not be all that he or she seems. And if you catch a criminal employee in the act of committing a crime, how can you safeguard your position and make the correct disciplinary decisions?

Not all threats to a business announce themselves with a loud bang or an order to a bank clerk to 'Stick 'em up'. The enemy could be someone you know and have worked with for years.

One-time energy giant Enron and Barings bank were devoured from inside by dishonest employees. Even at the smaller end of the scale, continuous thefts can also be very debilitating to a company's finances, especially in these challenging and uncertain economic times.

In fact, many experts believe that employees can be a bigger threat to a company than external forces, so it's just as important to have a plan to deal with the issue. According to the UK-based Centre for Retail Research's Global Retail Theft Barometer, across North America, Europe and Asia Pacific, disloyal employees are responsible for 35.2% of shrinkage worth around £17,464 million - but this is only a small part of the story as the total cost in terms of lost trade, preventative measures and investigation is around £49,808 million. And, it doesn't stop there; internal losses are rarely reported and account for a big chunk of unrecorded crime.

However, very few 'insider attacks' come out of the blue and there are often warning signs for those who take the trouble to look for them.

Senior management needs to take a long hard look at their workforce and ascertain where the true threat lies. People often point the finger at short-term or casual workers and while they may be responsible for the odd petty theft, the real damage could be done by the seemingly settled workers doing the same job for perhaps 10-15 years, perhaps responsible for a little-understood,

intricate part of the business. "They may seem to be 'married to the job' – not taking holidays, working late at night, that sort of thing," explains TFS director, Ian Kirke.

They could be genuinely conscientious but it is just possible that they're up to no good. The former proprietors of Barings bank must wish that they'd paid more attention to what Nick Leeson was doing in the Singapore back office and perhaps hired someone with derivatives trading expertise to tell them what was really going on. Accountants are often dismissed as 'boring' – but not the one who worked for Enron.

Of course, not all employee malpractice is on a large scale but small and frequent thefts soon add up and can back a sizeable dent in a company's performance. Be honest, is there a culture of petty larceny at your company? Has it become acceptable for people to take stationery items, crates of alcohol or laptop computers home with them? One major British supermarket came to TFS because it was suffering shrinkage of around £54 million a year.

TFS implemented a combination of solutions, including a management training programme covering 120 stores annually. Having measured the results, the client has subsequently identified savings of around £2.2m annually by stamping out dishonest staff activities.

An electronics company had a problem with temporary workers having their laptops stolen, usually just before their contracts were about to end. Previously, the company only asked for a simple theft report but when it started to ask much more pertinent questions about the exact circumstances of the theft, the number of stolen laptops suddenly fell away.

If you have robust procedures against employee theft, it can be very worthwhile bringing them to new recruits' attention as part of the induction process. It can do no harm to point out on the application form that the company does frequent background checks on applicants. "Constant petty theft can turn into even bigger things", adds Ian, "as the person or people involved grow in confidence."



“There’s good evidence that once people think they can get away with small thefts, they may graduate to much more serious heists. So by tolerating petty theft, you’re unwittingly sending out an invitation to come and rob your warehouse.”

Technology is one of the effective solutions on offer. Electronic data systems are excellent at collecting primary intelligence and directing managers and investigators to home in on higher risk areas, though it’s questionable whether they can pick up the subtle long-term frauds. As with

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external threats, dealing with the human aspect is more important. What if you do find evidence that an employee is helping himself to the contents of your shelves, the stationery cupboard or the company bank account? How do you interview the suspect?

Management training within this arena is at best ad-hoc and at worst based on ‘what they saw on a TV police soap the night before’ says Ian Kirke. Poorly prepared, untrained managers can make such a mess of things that often the human resources department is either unable to take effective action or can merely issue a mild slap on the wrists which, again, only encourages the circle of deceit to continue.

One important area where TFS advises clients and can deliver training is in telling management what their rights are in this vital area and dispelling some of the myths pedalled by barrack-room lawyers. Many people believe, wrongly, that they need to prove that an employee is guilty ‘beyond all reasonable doubt’ as if they were in a criminal court prosecuting someone for grievous bodily harm or armed robbery. However, all that is needed is a civil law-style ‘balance of probabilities’ level of proof.

To put it in practical terms, if you can show when thefts, for example, took place and that they all happened when a specific individual was in charge of the warehouse that is good enough. It’s not always necessary to apprehend the suspect while he is walking out the door with two dozen copies of the latest DVD release stuffed under his jacket.

“The other area that management gets hung up on is human rights law. Managers fear that this will be invoked if they pursue a miscreant employee too vigorously. However, in the private sector – in other words, not a public body or a company directly contracted by a public body – human rights legislation is not applicable. As Lord Denning ruled as far back as 1978, all management needs to do is prove that it carried out a thorough and fair investigation and that there was genuine and reasonable belief in the employees guilt,” says Rob McHarg of TFS.

Failing to deal with crime and the effects of crime may sometimes have other surprising consequences though. “There is a Health & Safety requirement that states that staff must be given appropriate training and that could include being trained to deal with incidents of crime or personal attacks. There have been cases of employees successfully suing employers for failing to do so,” he adds.

In a further twist, employees have sometimes deliberately put themselves in harms way so that they can then sue the employer for failing to train them appropriately. However, having a structured training programme in place, such as those offered by TFS, would be seen as mitigation at a tribunal.

Helping with Police enquiries

Fast tracking guards to accredited persons

Training For Success and its qualifications partner Edexcel are delighted to announce a new streamlined pathway which provides a cost effective fast track for Guards qualified with the Level 2 licence to practice qualification to become qualified Accredited Persons. Building on the success of its ground-breaking blended learning programme for Accredited Persons, Training For Success has worked closely with Edexcel to devise a system of Accredited Prior Learning whereby approximately 50% of the existing Level 2 Guarding qualification can be mapped across to the BTEC Accredited Persons qualification. In order to attain this new qualification, qualified guards will need to complete a short Professional Development Portfolio, study two of the four blended learning units developed by Training For Success and pass a multiple choice examination. Level 2 Guards are also exempt from completing the conflict resolution phase thus providing the option of achieving the qualification without any abstractions from the workplace.

The Accredited Persons qualification was established as part of the Association of Chief Police Officers Community Safety Accreditation Scheme. It is seen as the next generation qualification for individuals and organisations in tackling anti-social behaviour and helping to build safer communities. The scheme allows local chief officers to bestow powers on qualified Accredited Persons to, for example, issue fixed penalty for certain low level crimes and anti social behaviour, to direct traffic and to seize and dispose of alcohol in designated areas.

Training For Success Managing Director, Ian Kirke, said “This is the latest innovation from Training For Success in providing cost effective qualifications for those involved in supporting the wider policing family. We have reduced the cost to Guards and Guarding companies of achieving this qualification and our blended learning solution provides further savings by significantly reducing workplace abstractions.”



Sallyann Baldry, National Business Development Manager who leads Edexcel’s security qualification provision said: “Training for Success has applied the best of blended learning practice to provide a focussed approach to the training of accredited persons. It is this focus on the learner, together with a thorough understanding of their prior experience and current employment along with careful attention to detail in the learning materials supplied to the potential accredited person, that has enabled the system of Accredited Prior Learning to be put in place.”



Removing fear from the retail frontline

Helping businesses of all sizes protect their staff from abuse, violence and robbery – and in the process helping companies protect the bottom line – is all part of the job for the corporate risk specialists at TFS.

The British Retail Consortium's Retail Crime Survey 2008 published in October may superficially tell an encouraging story with the number of customer thefts down 26% in the year to April.

That, though, was before the credit crunch began to bite and, as BRC's director general Stephen Robertson says, the economic situation threatens to bring this trend to an abrupt halt. Already, recent reports have shown a surge in shoplifting and fuel thefts and retailers are bracing themselves for a rapid rise in offences.

A leaked Home Office document ominously warns of a significant rise in theft, burglary and violence as a result of the economic downturn, if the experience of the last recession is anything to go by. There's little if anything that businesses can do about economic and demographic trends, but they can take steps to protect themselves.

For example, A leading fuel company's retail arm was dealing with a large number

of forecourt robberies in the UK and abroad. With help from TFS it produced a six-minute DVD learning tool that gave tips to staff to deter robberies, giving practical lessons based on previous projects undertaken by TFS.

There's more to defending a forecourt against robbery than just security screens or high-tech alarms and CCTV cameras. The human aspect is also very important. For example, good security and customer care often go hand in hand. Meet and greet your customers, say 'good evening' and the law abiding majority appreciate it while the criminals know that they've been noticed. Keep the shop neat and tidy as it's not only better for customers, it also makes life far harder for the shoplifter. And stay alert and look professional – that way you're less likely to become a victim.

If the worst comes to the worst and a robbery takes place, the DVD advises staff to look down and make sure their hands are visible. Females are often seen as less

threatening than males and some of the more cunning gangs might send a woman to make a small purchase just so that she can find out how much money is in the till. So beware of that young lady who unexpectedly wanders in from the night into your convenience store or garage, says TFS.

Intelligence-gathering might sound like an MI5 matter but anyone in the company can do it. "There's a lot of hardware and software around but human interaction is the most important way of gaining it," says Ian Kirke. "Often your staff's gut feeling that something isn't right, that people are not bona fide customers, will be perfectly correct."

Often, you can combine gauging people's intentions with pleasant customer service. If four young males enter a building society together, staff would be right to be suspicious. Engaging them in some way; 'Good morning – can I help you?' tells them that they've been noticed and might



evidence – a quick call to the police may result in them being picked up around the corner from the store. Some abusive customers get so worked up they make the mistake of having a refund made to their own credit card, making tracing them after the event an extremely simple exercise.

With so many robberies yielding many thousands of pounds for criminals, it's hardly surprising that cash-in-transit companies are major TFS customers. In fact, TFS gained the 2006 award for the 'Best Training Partnership' with G4S from industry skills body, Skills for Security.

TFS can offer a huge amount of help and advice, such as how to deal with unexpected situations on the road or how to void potentially threatening or costly situations. This may mean telling the security van driver not to leave his vehicle if he happens upon a lady driver struggling to change the wheel of her car, for example. It may be genuine and it's a natural instinct for many people to want to help, but she could be part of a criminal gang's plan to tempt the security staff out of their vehicle. It would be far safer to stay in the vehicle and call out a garage for assistance.

TFS has worked with cash-in-transit crews, asking them how they would plan to rob their own vehicles. The answers they give are often startlingly similar to the tactics used by real-life criminals. "For example, using a fast, reliable but unflashy getaway car; strike outside rush hour so it's easier to get away; and make sure the location close to a major trunk road. Having gone through that exercise, the crews may take more notice of that dark BMW saloon parked near the bank next Tuesday afternoon," according to Ian Kirke.

Of course, as long as there is cash there will be people trying to steal it. TFS also trains security personnel in dealing with the aftermath of a raid, including how to preserve any DNA evidence and protect the scene of crime until the police arrive.

Even working in a simple office offers no guarantee that you won't be involved in violence or theft. A receptionist should be an effective front-line protection against unauthorised people trying to gain access to company premises. "Anyone can dress up in a suit and tie, march into reception and ask to see 'Mr Smith'," explains Ian Kirke. "Very often, the receptionist will say, do you mean Mr Philip Smith and the caller will say 'Yes'. Before you know it, he's got a visitor's pass and is roaming up and down your corridors."

‘ Often your staff’s gut feeling that something isn’t right, that people are not bona fide customers, will be perfectly correct ’

just throw them sufficiently to make them think again if they are planning a crime. It's much better and more pleasant than having the security man pointedly follow them around.

"Sometimes the customer-orientated approach can work in entirely unexpected ways", he adds.

"I remember an incident from my police days. We'd got intelligence that a particularly ruthless gang were planning to rob a truck delivering some valuable high tech goods and we had armed police in place waiting for the gang to attack the vehicle. In the event, the gang failed to pounce and when they were later caught, explained that the driver spooked them because he was very smart and wearing a shirt and tie. They thought he was a police 'plant'! Sometimes just looking smart and alert is enough to put a criminal off."

TFS has also worked with former criminals to gain insights into the workings of the criminal mind. A very common tactic, they say, is to do something that draws attention away from the shoplifter or thief such as knocking over a display. "The immediate instinct of management is to help staff clear up the mess but it could

be better if they leave that to the floor staff and look after any potential theft threats," says Rob McHarg of TFS.

It's not only thieves and shoplifters who can be a menace to frontline retail staff. The customer service point in a supermarket can sometimes be a dangerous place as aggrieved customers vent their feelings on whoever happens to be manning the desk – even at upmarket Waitrose. Following a rise in verbal and physical assaults on its partners several years ago, Waitrose called on TFS to design a bespoke one-day programme for duty managers that drew on its huge library of case studies. Following the staff training programme there was an 80% reduction in assaults and an 81% reduction in verbal abuse of the company's partners. A knock-on gain was a saving of £750,000 per annum by significantly reducing staff absenteeism.

This particular training programme focused on the use of 'diffusion techniques'. For example, instead of obstructing a complaint, show the customer the best way of lodging it. If things really get nasty, know when to 'walk away' from the dispute and let the customer have their refund. Concentrate instead on getting a good look at them and gather other descriptive

Vigilance is vital to beat terrorists and extremists

If you know what to look out for, you can spot tell-tale signs of an imminent threat to your business. A good place to start is to consider the 'what if?' scenarios

Many people believe these days that 'the suicide bomber will always get through' and that there is ultimately no defence against a determined terrorist.

But they do have an Achilles heel, says Rob McHarg. No one can mount a successful suicide attack without first visiting the scene to decide where an attack would have the deadliest effect. Is there a place that would-be terrorists might use to survey your site – perhaps a hill or raised ground giving a good view of the whole area? If there is, your security staff should certainly include it in their regular checks and look for signs of someone spending time there.

Hindsight is a wonderful thing and although it is no comfort to the families that lost loved ones, security experts who have 'reverse engineered' the July 7 attacks in London point out that there were plenty of signs of an imminent terrorist attack; the flat in Leeds with its windows blocked out by cardboard, the strange chemicals being disposed of in the drains or the odd smell noticed by refuse collectors. "If the police had been given any of this information, they would have acted on it," says Ian Kirke.

Not all terrorist attacks involve explosions. It's not generally remembered today – perhaps because the perpetrators were found to be US citizens rather than foreign terrorists – but the discovery of possibly anthrax-containing white powder in mail and express shipments in the days immediately following 9-11 gripped the world's attention almost as much as the attack on the World Trade Centre in New York.

Again, TFS can train post room staff in what types of package to look out for or which senders or origin points to be most suspicious of. The working infrastructure should also be reviewed to take into consideration, for example, whether



the design of the post room's ventilation system means there could be a threat of contamination of the rest of the building.

Environmental protestors or animal rights activists may not be terrorists but their effect on companies can be devastating. When protestors brought the construction of a gas processing plant to a halt for over 12 months, with millions of pounds in lost productivity, TFS facilitated a return to work process, supporting the client with a command structure and operational support to allow construction to successfully take place in a matter of weeks.

TFS also supported the client and local law enforcement agencies in successfully handling a maritime-based protest.

As with terrorists, good intelligence is half the battle against over-zealous protestors. A good place to start is the 'What if?' questions and then to apply a pragmatic risk assessment to narrow down the three to five most likely scenarios. Running a professional simulation can tease out issues such as a company's resilience in the face of a sustained protest such as human capabilities, necessary resources and media strategies.

Sometimes the strangest pieces of intelligence can be useful. "Has there been an unusual number of purchases of guttering from hardware shops near your plant? Protesters often use guttering to lock themselves on to items. Or maybe

there are a lot of people hitchhiking in the area. That can also be a sign that something's about to happen. In the latter case, you might want to get some of your staff to give them a lift to discretely find out what's happening," says Ian Kirke of TFS.

Companies must also ensure that, in protecting the business, they're not accused of assault. Manhandling protesting old ladies is not going to look good on the television news or a website. Where appropriate, TFS can arrange training in 'painless' removal techniques to manage such an incident in a calm and incident-free way.

Ian Kirke warns: "You might be thinking: 'It will never happen to me or to my company'. That's an understandable if not entirely rational thought. But what if a Buncefield-type explosion rocked your premises or a protest disables one of your major suppliers? Several previously healthy companies had to cease trading after Buncefield, while the effects of 9-11 ricocheted all over the corporate world.

Secondary companies, such as suppliers to energy firms, may also need protection. As the primary target protects itself, a haulage firm delivering specialised materials and equipment may become a softer target. TFS has trained drivers in how to avoid being stopped or what to do if they are flagged down.