



**2014 Global Congress on
Travel Risk Management**

Contracting and Executing Safe and Secure Meetings

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Since 1995, Hagon has been a co-founder and managing partner of the Incident Management Group (IMG) a global consulting company.

Incident Management Group (IMG) provides a wide spectrum of security services to assist clients in managing crises, developing international and travel security programs and dealing with industrial safety and workplace violence issues.

Hagon also performed protection duty for other members of the Royal Family and later was appointed as the personal protection officer to Queen Elizabeth II. He retired in the rank of Superintendent.

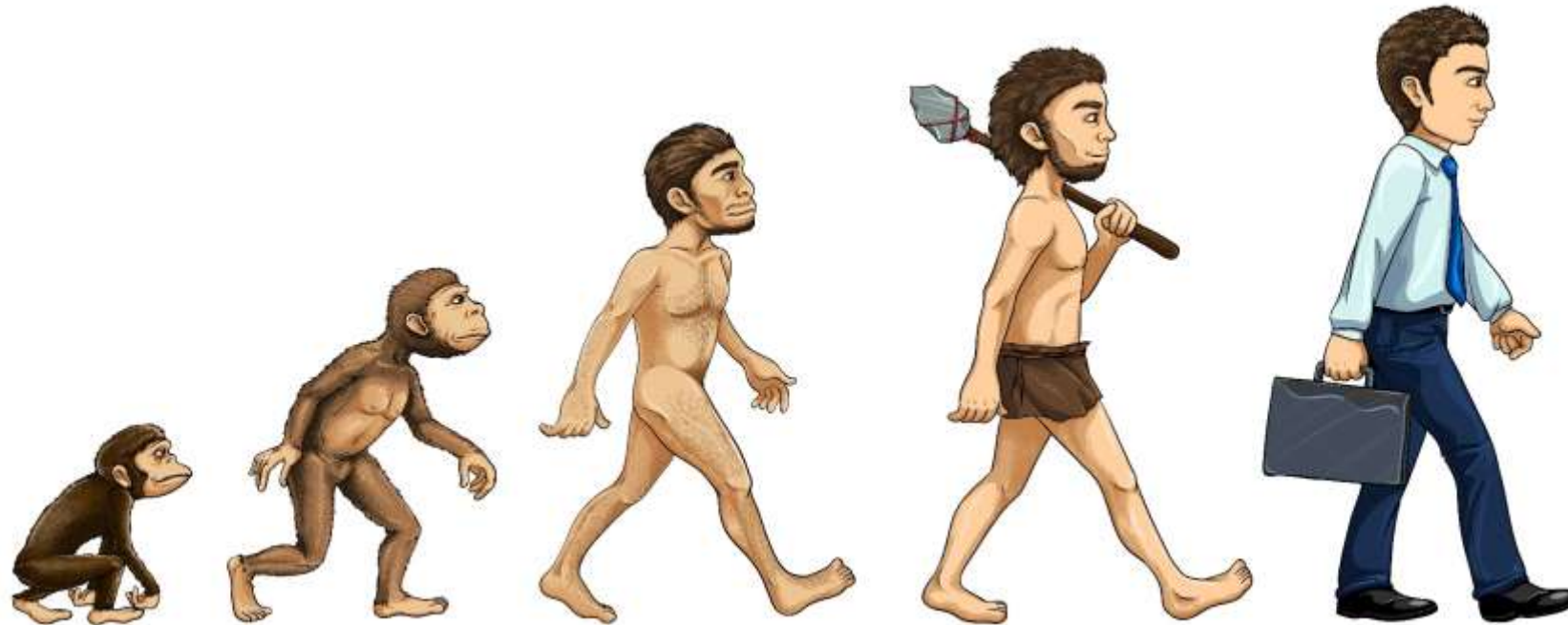


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Risk assessment: They knew the risk – now the risk has become less obvious...



Risk Factors

Consider the Risk Factors:

- Potential for terrorist/criminal acts affecting the event
- Extent of media coverage (why?)
- Level of controversy
- Profile of the event or meeting
- Presence of VIPs
- Specific threats direct at the event
- Symbolic value of the event or venue



Risk Factors

Consider the Risk Factors:

- Threats against attendees/location/organization's activities (overseas ventures, shareholder dissatisfaction/symbolic value)
- Type of event, history, venue, number/type of attendees
- Historical information on location, meeting type, past issues/challenges



Risk Assessment

Sequence: Risk assessment, planning, security advance, event security management, post-event analysis

Consider various possibilities: Bomb threat, medical emergency, meeting disruption, an attack on a participant, unexpected audience hostility, emergency departure procedure

Brainstorm the possibilities - think like an aggressor

Be aware that private & public meetings present different challenges

Develop a matrix of threat probability, impact & criticality



Risk Assessment

- Review historical information on location, meeting type, past issues/challenges
- Obtain risk-related input from known & trusted overseas high-level contacts is essential (police, security services, RSO, FCO, etc.)
- Limitations of risk assessment



Even governments
may find it difficult to
assess risk - or
decline to provide
the true picture ...



Changes to the Risk Environment

Dealing with last minute changes in the threat environment.

Be prepared to assess/defend the level of risk (& planned countermeasures) should circumstances change



7 JULY BOMBINGS

Click for guide to

What happened

Th

[Overview](#) | [Russell Square](#) | [Aldgate](#) | [Edgware Road](#) | [Tavisto](#)

Overview

Four suicide bombers struck in central London on Thursday 7 July, killing 52 people and injuring more than 770.

The co-ordinated attacks hit the transport system as the morning rush hour drew to a close.

Three bombs went off at or around 0850 BST on underground trains just outside Liverpool Street and Edgware Road stations, and on another travelling between King's Cross and Russell Square.

The final explosion was around an hour later on a double-decker bus in Tavistock Square, not far from King's Cross.



Dealing with last minute changes in the threat environment.



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Dealing with last-minute changes in the threat environment.

CONTRACTING AND EXECUTING SAFE AND SECURE MEETINGS ¶

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Employee communications-example ¶

¶

In light of the recent events in London, we want to assure all participants that travels London is still considered extremely safe. The safety and security of company associates and their guests while in London is of paramount concern. This security briefing sheet is designed to provide you, the traveler, with the information you need to help them sure you and your guests personal safety while in London. Adhering to the following tips will significantly reduce your risk of becoming a victim of a crime or experiencing anything unpleasant during our stay. ¶

¶

[Note: You are 35 times more likely to be injured in a bicycle accident than a terrorist attack according to the Harvard Center for Risk Analysis.] ¶

¶

We're working closely with the authorities in London who have agreed to lend their support this effort. London police have significantly increase their presence at all public transportation venues and you may notice an increase



Countermeasures

Consider the Countermeasures:

- Measures to deter & defeat would-be attackers
- Emergency response plans to prepare for an intervention, if necessary



Pre-Event Planning

- Planning can be everything & nothing
- Methodical & professional approach
- Gather a complete understanding of every aspect of the meeting or event from start to finish
- Robust access controls
- Excellent law enforcement/security service contacts
- Reconcile VIP & organization requirements, concerns & restrictions with security plan
- Be prepared to vary arrangements without compromising the security posture



Pre-Event Planning

- Don't take anything for granted (Especially with areas & resources outside your control -- event management, local security support, etc.)
- Vary arrangements to address different scenarios
- Work from the outside in (if open to the public, emphasis is on the inner “barrier”)
- Understand the parallels with the Executive Protection approach -- “Barriers”
- Be consistent – don't compromise ...



Syria paid IRA to kill Mountbatten

by Liam Clarke and
Barrie Penrose

THE SYRIANS were involved in the murder of Lord Mountbatten, the Queen's cousin, according to a top IRA defector.

The revelation has been made by Sean O'Callaghan, the killer-turned-informer, who last week helped The Sunday Times win a libel action brought against the newspaper in Dublin by Thomas "Slab" Murphy, the IRA's chief of staff.

O'Callaghan alleges that in September 1980, the year after Mountbatten's murder, he was told that Syrian military intelligence had given the paramilitaries £2m as a reward for killing him, and other operations. The figure was later confirmed by Pat Doherty, a senior Sinn Fein figure, who O'Callaghan named in court as a member of the IRA's GHQ staff.

The Syrians had no particular reason to target Mounbatten, but the payment was part of their general support for international terrorism. They may have seen him as a symbol of the Establishment, the military and the royal family in Britain.

The murder of Mountbatten, 79, together with three others, was one of the IRA's best-planned atrocities. Mountbatten's boat was blown up off the coast of Co Sligo by Tommy McMahon, an explosives expert in the South Armagh IRA unit. He is believed by British security sources to have been trained in sabotage in Libya.

O'Callaghan is expected to elaborate on the background to Mountbatten's

In 1988 IRA terrorist Sean O'Callaghan walked into a Tunbridge Wells police station and gave himself up. Two years later, he pleaded guilty to all charges of which he was accused and received a sentence of 539 years. Since a teenager, he had been an active member of the IRA and had risen to be the head of their Southern Command.

But in 1996, he was released from prison by royal prerogative. For fourteen years he had been the most highly placed informer within the IRA and had fed the Garda with invaluable information. He prevented the assassination of the Prince and Princess of Wales at a London theatre, he sabotaged operations, explained strategy and caused the arrests of many IRA members. He has done more than any individual to unlock the code of silence that governs the IRA, making it possible to fight the war against the terrorists.

THE INFORMER is the story of a courageous life lived under the constant threat of discovery and its fatal consequences. It is the story of a very modern hero, who is not without sin but who has done and continues to do everything in his power, and at whatever personal cost, to atone for the past.



Pre-Event Planning

Major event planning:

- Selection of support personnel (known, trusted & experienced)
- Security of accommodation, meeting areas
- Security of transitions
- Security at off-site events
- Security during trips
- Contingency plans



Plan Components

Major event planning:

- Interface with law enforcement
- Excellent communications
- Special arrangements for executives and VIP guests
- Code of Conduct Issues
- Attendee ID, attendee list
- Intellectual property concerns



Plan Components

Major event planning:

- Emergency & life-saving medical procedures
- Assessment of local emergency medical resources
- Emergency actions for likely & foreseeable emergencies (bomb threat, rapid departure)
- Prepare comprehensive operations order



During the Meeting or Event

- Recurring briefings with transportation personnel, hotel and event management staff, etc.
- Avoid distractions – maintain focus
- Assume dominant positions
- Mentally rehearse possible actions
- Reliance on others – don't count on them
- Rapid response to untoward or unusual incidents
 - if you have to act, act fast ...



Practical hints based on experience

- Pre-meeting security advance – thorough, methodical and consistent approach
- Low-key operation except when circumstances demand otherwise.
- Ongoing validation & supervision of security controls & procedures
- No “if only” moments ...

