Risk and Resilience Project Case Study

Background

Explosive Risk Management was contracted to deliver a risk and resilience study by a client responsible for the management and security for one of Europe's largest financial districts housed on a secure site in a major European capital city. The location was identified by the client as a potential target for protests, demonstrations, physical attack and disruption with security procedures in place to mitigate these threats.

The Brief

The client requested a complete independent security review to provide assurance that current procedures for security were both robust and relevant with any recommendations to increase resilience where required. Initial engagement between Explosive Risk Management and the client's senior management team identified a number of key potential security concerns that the review should centre on with agreed project deliverables.

Project Deliverables

- Quantify the existing and assessed developing threat to the site from the following:
  - ❖ Terrorist related incidents (Shooting, Improvised Explosive Device, Projected Weapons, Hoax) including complex attacks and multiple incidents
  - ❖ Types of Improvised Explosive Device likely to be employed, likely attack methods by terrorist grouping identifying in-country capability (Current and developing), potential device deployment mediums and target locations (categorised and zoned)
  - ❖ Demonstrations and Criminal Damage
- Identify the effectiveness of current physical site access and security procedures
- Test the security of individual buildings and publicly accessible locations
- Identify any other potential risks to the site such as unauthorised access to controlled areas
- Produce a comprehensive report and presentation to the board of directors on all findings, identified security risks and courses of action available to reduce or mitigate identified risks.

Review Methods

The following tasks were undertaken in order to provide a comprehensive review of procedures aligned to the project deliverables:

- Social media monitoring, identifying quantified risk and groups likely to target the site
- In depth technical review of security systems in place on site and their vulnerability to cyber attack gathered from open source information
- Desktop study to identify targeting information available to potential perpetrators to mount physical attacks
- Hostile reconnaissance survey including dry-run attacks and penetration testing
- Projected weapons survey for likely locations for the release of projected weapons
- Identification and cataloguing of all security procedures from CCTV to uniformed / plain clothes security including the correct employment and use of security equipment at checkpoints
- Social media and forum monitoring for groups and individuals discussing security at the site
- All other potential security risks to the site including the risk from disruption from other incidents / events close to the site.

Conclusions

The comprehensive findings of the review are commercially sensitive, however all findings were evidenced and presented to the client with structured advice on the implementation of additional procedures and equipment solutions where relevant that would counter the identified risks, increasing resilience for the site.