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SECURITY RISK MANAGEMENT PROPOSAL



Prepared for:

Peter Rose
Southern Response

Prepared by:

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Thompson & Clark Investigations Ltd

Date:

15 January 2014

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Peter Rose
Chief Executive
Southern Response Earthquake Services Ltd
P O Box 9052
Tower Junction
Christchurch

Dear Peter

RE: SECURITY RISK MANAGEMENT PROPOSAL

Thank you for meeting with me yesterday and for the time spent discussing your concerns and requirements of our proactive services. As requested please see outlined in this document our proposal which is based on the following core pillars.

1. Southern Response has concerns for the safety of its staff and contractors due to current threats being made against it in relation to acts of violence and intimidation.
2. Southern Response wish to go about its lawful business and are concerned that issue motivated individuals and groups have started to impede on its ability to conduct that work safely whilst still observing a person's right to protest.
3. It is perceived that individuals and or groups will increase their campaign against Southern Response and that the level of threat to staff / contractors / the business may increase during 2014 and the company recognises its obligations to its staff under health and safety legislation.
4. Although Southern Response is handling over 1.6 billion dollars' worth of claims it understands that a vocal minority of issue motivated individuals have the ability to impact on the organisations reputation.

We have already identified that out of the 426 people who like the Southern No Response Facebook page that 21 of them are known political activists and there are linkages to the issue motivated group Christchurch Concerned Citizens Group.

INTRODUCTION

Thompson & Clark Investigations Limited is New Zealand's leading private investigation and corporate intelligence agency. Founded in 2003, Thompson & Clark operate nationally and have a significant client base which is represented by global and local New Zealand companies, private organisations, banks, Government Departments, State Owned Enterprises and Crown Research Institutes some of which were mentioned during our meeting. Most of our companies are linked together with the common thread of being targeted by issue motivated individuals and or groups.

Thompson & Clark conduct the usual investigative work as practiced by private investigation companies, as well as advising companies in relation to particular issues and tactics used by activists. This includes, Pro-Animal Rights, Anti-GE, Environmental, Anti-War and other activist groups. Thompson & Clark has very high standards of ethics, code of conduct and are committed to producing positive results for all of our clients. All investigations are conducted in

accordance with the law of New Zealand and the principles and guidelines of the Private Security Personnel and Private Investigators Act 2010 and the code of conduct for the industry.

We have over 10 years' experience of dealing with issue motivated groups and have an acute understanding of balancing the needs of our clients whilst maintaining knowledge of key groups and individuals likely to affect Southern Response's operations.

SITUATIONAL AWARENESS

The Risk Management Package (RMP) is designed to support organisations such as Southern Response to provide on-going real-time situational awareness. By entering into the RMP you will be given access to information which is currently supplied to other members of the business community who are already affected by issue motivated groups. The RMP allows organisations such as yours to maintain situational awareness and to stay one step ahead of the activists. It also allows you to quantify your current risk exposure from such groups and to harvest information to qualify those risks. This allows you to plan and conduct your operations from an informed position and offers your staff and members an appropriate level of protection from general security issues.

The package is designed to last the entirety of the company's exposure to the threat of a sustained, directed campaign by issue motivated groups and individuals of either a legal or illegal nature. The RMP provides the following services:

- A comprehensive threat assessment of the impact upon the company by issue motivated individuals or groups. The threat assessment covers the current situation, threat level, recommended response, areas of concern and mitigations.
- Focused 7 day a week collection on the threats to the operation by our Fusion Centre using our networks / social media / news media and a research team resulting in the weekly publication updating of the threat level to the organisation
- Ongoing engagement with our Fusion Centre and operational team around issues and concerns
- Establishing a process for Southern Response to report concerns and suspicious behaviour to our Fusion Centre

With our RMP service, Southern Response will enter into a programme which is contributed to by other organisations within Christchurch and New Zealand who are affected by issue motivated individuals / groups. By taking this approach it allows Thompson & Clark to maintain an overview of the current situation and offer you the most up to date and relevant information in the most cost effective way. We have found over the years that this approach has provided the best rewards for our clients and allowed them to keep a 'rod in the water'.

Those in our programme pay us a base fee to access and share information through our information sharing principles. The information cycle is managed by our Collections Manager who in turn passes all information to our intelligence analyst who evaluates, analyses and then disseminates information back out through the Collections Manager to our clients so they remain informed. The Collection Manager is responsible for the sharing of the information back to the client with suggested mitigation. Our methods can be likened to an analogy between a stranger entering a pub and trying to be immediately accepted compared to a local who has sat in the corner of the bar for years and is welcomed.

Cost: The risk management package is charged at [REDACTED] per month plus GST. This fee would be on going whilst Thompson and Clark supplied this service to Southern Response.

SECURITY REVIEW / RESPONSE PLANS

We propose that we conduct a number of security reviews with recommendations and subsequent response plans for the following:

Chairman / Directors / CEO

- **Residential Security Review's** - involving a visit to the person's home, reviewing their home security and publishing a report with prudent recommendations.

At the time of the visit we would also seek information to develop a:

- **Security Response Plan** - this involves establishing an individualised process for responding to a security situation for the person / family and includes local police, local security firm liaison and Thompson & Clark support as required.

Cost: Each review and response plan per person is charged at [REDACTED]

Show Place Office

Physical and Operational Security Review - often security is only as good as it is operationally applied and in order to tighten the overall security of the venue we propose to undertake a full physical and operational security review. This is an independent overview of the site to ensure that the appropriate security measures are in place and that they are adopted by personnel ensuring a more robust security environment without unnecessarily impacting upon company operational requirements. The review will enable us to provide you with cost effective mitigation and which can also be incorporated into your capital expenditure budget.

For your reference I have listed a selection of the sites that we have reviewed in the past:

- Fletcher EQR
- Mighty River Power Offices - National
- Solid Energy Sites - National
- Every Oil & Gas production installation in New Zealand
- Te Papa Tongarewa (Museum of New Zealand)
- Genesis Energy Head Office & Coal / Gas Fired Power Stations
- Contact Energy Gas Powered Power Stations Nationally

The review will include:

- A review of current security arrangements
- Identification of risks including likelihood and consequence of each
- Gap analysis of risk vs. existing counter-measures
- Recommendations for further review work and/or upgrading of existing security arrangements
- Appropriate security documentation to assist with operational security
- Reporting of findings including a presentation to yourself and your team

Our proposed methodology will be to take a holistic approach to the security review process (physical, electronic, manpower, management and systems) and an integral part of this approach is to gain a reasonable understanding as to how the business operates in order to identify those threats or potential threats that would disrupt normal operations. The result of this would be a site security plan that would enable the client to manage their security risk more adequately.

Our task will therefore include:

- A general overview of the building, including a walk through and discussion with key stakeholders.
- A review of existing security policy and procedures
- A review of the fire evacuation plan
- A review of your crisis response plans
- A review of existing "As Built security systems documentation" and discussions as required with your security systems providers
- An overview of the local neighbourhood to identify general security risks
- A review of the facility external perimeter and associated security risks
- A review of the buildings internal and associated security risks
- Identification of existing security measures (physical, electronic, manpower and management systems) and their appropriateness to risk mitigation
- Operational limitations/restrictions of existing systems

- A review of after-hours security manpower services in terms of value and effectiveness
- Deliver a detailed report with recommendations and budget estimates

To achieve this we will need from you:

- A works order to proceed
- A site induction in terms of Health & Safety
- Site access with 24/7 access to all but very restricted areas
- Appropriate selection of site plans
- A list of, and access to, key personnel for interview regarding general security issues
- Clearance with all security personnel for on-site attendance
- A secure office area from which to work
- Clearance to talk with your incumbent security system service providers
- Access to security system "As Built" documentation showing the locations of all security systems
- Access to existing security policy and procedures
- Access to the "Fire evacuation plan"
- Access to your "Crisis Response plan"
- Permission to take photographs where they are appropriate to the report

The cost of a security review is subject to the amount of time required on site and for report writing. This is estimated at three days at a cost of [REDACTED].

COSTS

All prices quoted exclude GST and travel disbursements at cost

PROJECT WORK

As we build our relationship with Southern Response there may be times when we will be required to provide you with one off pieces of work and we would pass this on as project based. Such work would be conducted as per our services outlined in this proposal and on a project by project base.

CONCLUSION

We are grateful to have the chance to provide security risk management services to Southern Response and can start work immediately by providing you with situational awareness once we receive your authority to proceed. We would recommend that we start the review work in Christchurch on Tuesday 28th January.

Submitted for your consideration

Yours sincerely



Nick Thompson
Director
Thompson & Clark Investigations Ltd
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APPENDIX A – THREAT & RESPONSE METHODOLOGY

Security Assessment	Threat Level & Colour Code	Required Response
1. Protest Action is unlikely.	LOW (Green)	Normal Routine Protective Security measures are applied appropriate to the individual and current circumstances
2. Protest Action is possible.	MODERATE (Blue)	
3. Obstructive & Direct Action protest is feasible and may occur.	ELEVATED (Yellow)	Heightened Additional and sustainable Protective Security measures reflecting the broad nature of the threat combined with specific business and geographical vulnerabilities and judgements on acceptable risk.
4. Obstructive and illegal Direct Action protest is very likely to occur	HIGH (Orange)	
5. Illegal or obstructive Direct Action protest to sabotage operations is imminent.	SEVERE (Red)	Exceptional Maximum Protective Security measures required to minimise vulnerabilities and risk.

PROACTIVELY RELEASED BY SOUTHERN RESPONSE PARTNERSHIP FOR EARTHQUAKE SERVICES LTD

TCIL RATES SHEET - 1 APRIL 2013

SERVICES	DESCRIPTION	RATES
Risk Management Package	Fixed monthly subscription to on-going intelligence	█████ per month
Risk Management Services	Management of services provided under the risk management umbrella for major events / incidents planning or responses.	█████ per hr day rate █████
Investigation	All Investigation work is conducted by ex-police officers who were ex-police detectives.	█████ per hr day rate █████
Technical Reports	Production of threat assessments and situation reports relevant to specific threats and outside of the risk management package. Completed by our Collections Manager	█████ per hr day rate █████
Analyst	Evaluation and analysis of intelligence and or evidence by our analyst including the ability to chart information into i2	█████ per hr
Surveillance	Covert-life styling of a subject or object providing an increased level of understanding	█████ per hr
Executive Protection	Advanced level of personal protection to members of your organisation. Provided by ex-military and police personal trained to the highest standard	█████ per hr
Security Site Reviews & Plans	Security Reviews – independent review of an organisation assets providing solutions for both physical and operational security. Facility Security Plans – designed to assist facility personnel in being prepared for and to respond quickly and safely to a security incident Security Operating Level Plans- outlining the critical assets of a organisations operations and outlining the proposed countermeasures should a change in the security operating level occur.	█████ per hr day rate █████
Uniformed Guards	A uniformed presence of highly trained guards used to dealing with extreme environments. Provided by our in house guard company, ProVision Security Limited.	█████ per hour / █████ per half day or █████ per day per guard
Cyclops Monitoring Cameras	Using digital recorders we can covertly install image recording devices that can be presented to the client as evidence or for intelligence and be monitored in real-time	█████ per month plus installation
Pre-Employment Vetting	Varied levels of pre-employment checks on new employees. Including criminal, credit, employment verification, LTSA, qualification, reference or background.	█████ to █████ per check dependant on background check selection
Mileage	Rate charged per km for use of company / personal vehicle	█████ cents per km
Disbursements	Cost for booking and arranging travel, accommodation,	On charged at cost
Per Diem	Overnight allowance for meals and personnel disbursements per person when not provided by the client	█████