

















Session 9	<b>Managing Site Security</b>	 Duration: <b>60 mins</b>
<p><b>Session Summary</b></p> <p>This session examines the security and safety factors to consider when selecting and securing an organisation's facilities.</p>		
<p><b>Session Objectives</b></p> <p> <ul style="list-style-type: none"> <li>• Highlight the impact site selection has on the security and safety of staff.</li> <li>• Explain the difference between physical and procedural security measures.</li> <li>• Explain the Deter, Detect, Delay and Respond approach</li> <li>• Describe the importance of aligning site security with security strategies.</li> </ul> </p>		
<p><b>Learning Outcomes</b></p> <p>By the end of this session participants should be able to:</p> <p> <ul style="list-style-type: none"> <li>• List effective security and safety measures for an organisation's facilities.</li> </ul> </p>		
<p><b>Supporting Material</b></p> <p> <ul style="list-style-type: none"> <li>• <a href="#">GISF Security to go: a risk management toolkit for humanitarian aid agencies – Module 8.</a></li> <li>• <a href="#">GISF Security to go: a risk management toolkit for humanitarian aid agencies – Module 14.</a></li> <li>• <a href="#">GISF Office Opening: A guide for non-governmental organisations.</a></li> <li>• <a href="#">GISF Office Closure.</a></li> </ul> </p>		
Time	Suggested Activities	Resources
2 mins	<p><b>Introduction</b></p> <p>Introduce the session and provide an overview of what this session will cover.</p>	<ul style="list-style-type: none"> <li>• S.9 Managing Site Security Presentation - Slide 1</li> </ul>
3 mins	<p><b>Threats</b></p> <p>Identify the range of threats that may affect an office, staff accommodation, or other facilities within the operating context.</p> <p> Ask participants: <i>What threats do you face while in the office, guesthouse or other facilities?</i></p> <p>Capture suggestions on a flip chart, and add threats not raised by participants. Draw attention to specific incidents that have affected your organisation, or others in the same location.</p> <p>Emphasise why it is important to establish a safe and secure workplace for staff.</p> <p> It is vital that staff feel safe and secure in their workplace, and in their residence or guesthouse. Effective controls and procedures must be in place, and adhered to, for security and safety risks to be minimised.</p>	<ul style="list-style-type: none"> <li>• Slide 2</li> </ul>
10 mins	<p><b>Site Selection</b></p> <p>Explain that site security starts with selecting the right property in the right location. However, acknowledge that the choice of suitable</p>	<ul style="list-style-type: none"> <li>• Slide 3</li> </ul>

	<p>properties may be limited, and so a thorough assessment must be undertaken when identifying a new office, residence or warehouse.</p> <p> Ask participants: <i>What should be considered when choosing a new office, residence, warehouse, or other facility?</i></p> <p>Capture participants' suggestions on a flip chart and refer to the slide. Explain that effective site selection involves careful assessment of the risks associated with the location, and also the specific vulnerabilities of the building itself. Adapt the slide to reflect issues and examples that are particularly relevant to the local context.</p> <p> It is essential to continually re-assess the suitability of the property in light of possible changes in the security or safety situation. If a situation deteriorates, and the location or property poses a significant risk to staff, then it may become necessary to relocate.</p>	
5 Mins	<p><b>Site Protection Measures</b></p> <p>Depending on the security situation, or safety hazards, the selected site, or existing sites, will likely need some additional measures to reduce the risks.</p> <p>Explain that security and safety at various facilities and workplaces is managed through a mixture of physical measures and procedures. Refer to the slide and highlight physical measures and procedures relevant to that location, or if an internal training those that apply to your organisation.</p> <p>Introduce the Deter, Detect, Delay and Respond approach to site security. Explain the different elements and how they interact with each other to provide a comprehensive approach.</p> <p> Effective site security requires a layered or zonal approach. This approach can be broken down into four key areas – Deter, Detect, Delay and Respond. Each layer should complement and support the others, first acting to prevent threats from occurring and then to minimise the consequences if they do.</p>	<ul style="list-style-type: none"> <li>• Slides 4-5</li> </ul>
25 mins	<p><b><i>ACTIVITY:</i> Field Office Assessment</b></p> <p>Divide participants into small groups of three or four. Ask each group to conduct a simple site security assessment for a Field Office. This exercise can be adapted to the location of the training, and if an internal training, actual office locations can be used to ensure greater relevance. Issue a copy of the Field Office Info Sheet to each group and explain the key steps:</p> <ul style="list-style-type: none"> <li>• Briefly review the location and selection of photos of field office.</li> <li>• Identify possible vulnerabilities with the existing location or building.</li> <li>• Identify physical measures and procedures that could be undertaken to improve security or safety at the office.</li> <li>• List the measure and procedures under the relevant headings - Deter, Detect, Delay and Respond.</li> </ul>	<ul style="list-style-type: none"> <li>• Slide 6</li> <li>• S.9 Field Office Info Sheet</li> </ul>

	<p>After 15 minutes, ask one group to briefly explain their assessment and recommendations, then ask the other groups to comment and highlight any differences with their own assessment or recommendations. Once the groups have provided feedback, highlight any significant issues missed by the participants. Emphasise the need to consider the implications of any site security measure on other risks.</p> <p> Don't get trapped by your own measures! If you install bars on windows to prevent break-ins, make sure you can get out easily in case of a fire.</p>	
5 Mins	<p><b>Image &amp; Acceptance</b></p> <p>Discuss the trade-offs between more rigorous security measures and procedures, and their implications for staff or relationships and acceptance with neighbours or the wider community. Refer to photos on the slide to highlight the extreme ends of the site security spectrum.</p> <p> Ask participants: <i>Which security approach is more effective?</i></p> <p>Highlight that it depends on the context and the risks faced. Explain that while robust security measures can provide a level of protection, security strategies needed to be balanced with the need to foster acceptance in the wider community.</p> <p> Measures such as high walls, razor wire, guards and cameras may be necessary to deter criminals. However, in some contexts such measures can undermine the acceptance of the organisation by the surrounding community.</p>	• Slide 7
10 mins	<p><b>Managing Guards</b></p> <p>Explain that guards are often a vital part of an organisation's security approach and, if properly utilised and managed, can greatly enhance the security of staff and property.</p> <p> Use of unarmed guards or watchmen is commonplace at NGO offices, residences and warehouses worldwide, and they form an essential part of the security measures for these facilities. However, an inadequate or badly managed guard force can be a significant source of insecurity, resulting in theft, robbery or worse.</p> <p>Discuss the advantages and disadvantages of the different types of security guards: community volunteers, directly hired guards or private security guards. If an internal training, discuss the types of guards used by the organisation in that location.</p> <p> Ask participants: <i>What are the key issues to address when managing guards in this location?</i></p> <p>Expand on their observations and discuss the common challenges with regards to guard management. Emphasise that for guards to be effective, due care and attention should be paid to the conditions under which they are recruited and subsequently managed.</p>	• Slides 8-10



Guards often interact with your neighbours and are first point of contact between any visitors and an organisation. The behaviour, manners and professionalism of your guards will affect the image and acceptance of your organisation.