AI
Armour Intelligence

Armour Intelligence Security Assurance for Network Rail

September 2013 - March 2015

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In order to increase the level of confidence for Network Rail (NR) in its supply base and improve service levels, NR required assurance that all contract security suppliers met basic professional standards. Between September 2013 and March 2015, following a pilot programme during the 2012 Olympics, Armour Intelligence Ltd (AI) carried out a security assurance programme aimed at ensuring:

- All contract security staff met vetting and regulatory standards, including the training and licensing standards laid down by the Security Industry Authority (SIA).
- All security suppliers themselves checked core competency of staff, particularly in relation to patrolling and incident management, and provided pre-deployment refresher training, to include English language competency and use of communications in accordance with their respective contractual requirements.
- All security suppliers met contractual Service Levels in delivering the security capability, and performed to target against contractual Key Performance Indicators. In particular, that security staff arrived on time and met the standards laid down in their contract, the National Rail Security Programme, and the Managed Stations Security Training Requirements Table.
- AI also reported to NR management examples of good and best practice identified by the assurance process in order to raise standards across the security category as a whole.
- AI advised NR, in confidence, of issues identified by the assurance process where management action was necessary to avoid a potential security problem at a NR site, even if this was beyond the direct responsibility of the security supplier.

Approach

AI delivers assurance through:

- Agreeing priorities with senior management.
- Briefing of private security companies and client management to ensure awareness of and 'buy-in' to the process.
- Deployment of dedicated Security Assurance Team(s), tasked with physically checking the aspects of contractual delivery outlined above.
- Provision of a full-time head of assurance, experienced in the Security Assurance role, as a dedicated manager of the teams and an immediate point of contact for clients.
- Support and supervision from the AI top management team – at least one of whom is immediately available to client management at all times.
- On-call support from the AI intelligence team, able to construct an intelligence picture; provide in depth analysis of issues and individuals of potential concern.

AI Staff

AI SAT staff are all trained and experienced in security assurance. Personnel are experienced, skilled and qualified in security, investigations, intelligence and policing, including counter-terrorism and serious and volume crime. AI personnel have over two and a half years' experience in providing security assurance for the rail environment. All deployed staff are medically screened, drugs and alcohol tested, PTS and MSC trained and licensed by the Security Industry Authority. All team members are security cleared (Counter Terrorist Check (CTC)) minimum and able to routinely handle sensitive information. AI delivers specific induction training to prepare the Security Assurance Team members for their particular tasks.

Results to Date

AI staff carried out a total of **588** interviews and observations of contract security employees over the 84 weeks of the programme - an average of **7** interviews or observations every week. A total of **19** Security companies have been involved in the programme from its inception involving **35** NR sites across the whole of GB, including all managed stations and a significant number of major infrastructure projects.

Identified issues were reported to NR management, categorized as follows:

- o RED - issues requiring immediate action by NR management – reported within 1 hour by telephone, backed up by email. These have ranged from staff obtaining SIA licenses under questionable circumstances, to patrols not being carried out, to NR security procedures (eg the 'Inspector Sands' procedure at London termini) being ignored, to a security guard with personal links to a jihadi website.
- o AMBER - issues requiring action in order to provide assurance that the security provision is fit for purpose. Typical examples include a lack of understanding of the 'HOT' Protocol, the basis for all security patrolling, or of basic requirements such as locks and CCTV (which led to an entirely preventable £75,000 cable theft over New Year 2013/14).
- o GREEN – recommendations to further enhance security provision – usually recommendations for more effective use of existing resources or refresher training rather than additional requirements. AI has had an active programme of briefing contractor staff on relevant issues such as the application of powers of arrest and the HOT Protocol on NR property.
- o BLUE - instances of best practice worthy of wider adoption – often directly attributable to the implementation of corrective action as a result of earlier RAG reports.

A total of **29 RED** and **96 AMBER** issues were reported – ie **between one and two potentially serious breaches of security per week**. In addition AI staff made **217** recommendations to improve security (GREEN), and highlighted **246** examples of good or best practice (BLUE). AI staff also made **8** positive interventions as a result of their Managing Suicidal Contact training and presence on NR property, most recently at Hackney on 16 March 2015.