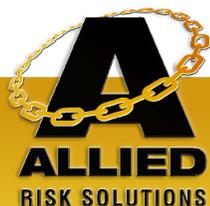




PROTECT YOUR BUSINESS, PROTECT YOURSELF!

“Your Essential Security Blueprint for
Eliminating Risk in Your Business”

By Sam Ekinci
www.AlliedRisk.com.au



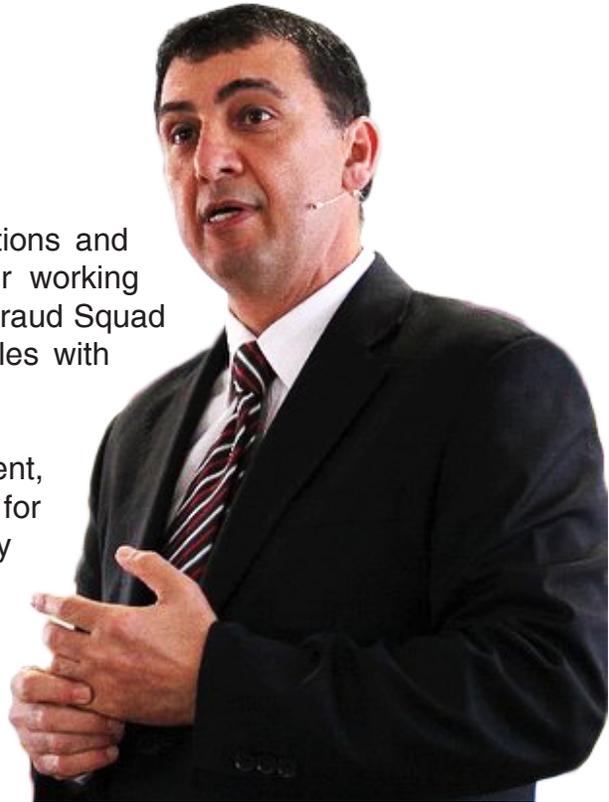
ALLIED RISK SOLUTIONS

About the Author

Sam Ekinci is the CEO of Allied Risk Solutions and started his career as a NSW Police officer working with the Corporate Affairs Commission and Fraud Squad before taking on operational and training roles with the Tactical Response Group.

Sam has been involved in security management, risk assessment and the investigations field for over twenty years and has managed security operations for many national and international firms coordinating key and major events.

Having trained NSW Police in crowd control techniques, he has implemented similar strategies for crowd control and management in licenced premises and for the Sydney 2000 Olympics, Australia Day Celebrations, Queens Baton Relay and sporting and motoring events with crowds well in excess of 100,000. Sam is a much sought after speaker. He has a wealth of experience in the security industry and is actively involved in a number of professional organisations to provide constant advice and improvement for the industry.



Sam has consulted for many organisations in the areas of:

- Security management (administrative, operational, electronic, physical)
- Training and development of security and front line staff
- Duty management modular training
- Customer service training
- RSA refresher Training

Sam's unique training programs focus on establishing a system of accountability, ownership and responsibility thereby ensuring your organisation maintains a high level of service and a performance driven culture focused on individual accountability.

Sam's commitment to service excellence as a security consultant, trainer and public speaker is consistent with his active support and philanthropy through Opportunity International Australia and other local charities.



Why Should I Read This E-Book?

As an advisor within the hospitality industry the advice I give invariably has an impact on the organisations systems and procedures, including their systems for managing risk.

When an organisation lacks the systems and procedures implicit in any good security management plan, the risk of exposure to both internal and external factors such as risk identification and compliance/reporting matters respectively will be heightened.

It is clear that a strategic approach to manage these areas of the business is essential. When you read PROTECT YOUR BUSINESS, PROTECT YOURSELF! “Your Essential Security Blueprint for Eliminating Risk in Your Business” you will come to understand the importance & the need for a security management plan.

This eBook provides the reader with an understanding and an appreciation of the need for a sound Security Management Plan. The case study highlights the prevailing risks that otherwise may be attached to any business and how the systems that were designed and implemented proved to be invaluable.

This eBook is essential reading for Executives, Managers and senior staff and who need to avail themselves of the potential for personal liability and minimise the liability of the organisation they serve. It is also essential reading for professionals who service these organisations; Accountants, Lawyers and HR consultants all of whom advise business on issues that would need to consider how their advice or recommendations may impact on an organisation’s Security Management Plan.

Steven Vrettos, B.Bus (Acctg) CPA, TIA, NIA
Steven Vrettos &Co

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What is a Security Management Plan?

Effective security involves a great deal more than simply providing enough manpower. It includes considerations such as Risk Analysis, Confrontation Management, Incident Reporting, and how to reduce exposure to civil or criminal liabilities.

A Security Management Plan (SMP) is a set of structured Standard Operating Procedures (SOPs) specifically designed to help you achieve these goals. It provides guidelines, regulations, standards, options and hierarchical structure, as well as policies, procedures and protocols (PPP's), and should be developed in consultation between the client and security provider.

All organisations have a business plan; a framework for growth and profit which clearly defines that organisation's objectives. The role of the SMP is to implement strategies and SOPs to ensure these objectives, as well as legislative and best-practice guidelines, are met. Additionally, an SMP must integrate seamlessly with existing departments, policies and standards of customer service.

An SMP will contain the above in relation to:

- Opening and the securing of the premises or site
- The protection of:
 - Staff/Customers/Clients/Visitors & Public
 - Building/site and all contents
 - Building/Site environs
- The response and dealing with:
 - First Aid
 - Accidents
 - Hazards
 - Traffic
 - Incidents – theft, violence, threats, etc
- Control of persons/vehicles into and from site/building/premises
- Direction and escorting of visitors and vehicles.
- Collections and protection of monies and valuables within site.
- Background checks on potential staff.
- Recording of all operational aspects of business and site.
- Preparation of reports and/or statements for use in investigations and Courts.
- Training of staff in legislated and appropriate skill sets to accommodate task/duty responsibilities and accountabilities.



Essentially, an SMP is the envelope within which your organisation's structure is protected to ensure growth and continued profitability.

What are the Benefits of an SMP?

The benefits of a well-planned and implemented SMP include:



- Better integration of services
- Staff safety and retention
- Greater customer service and satisfaction
- Management efficiency and effectiveness
- Protection of legal interests

These benefits will be realised through a determined implementation of the SMP with continual monitoring and, if required, fine-tuning. Over the following pages, we'll look at these five key benefits in greater detail.

The downside of not considering an SMP is the risk associated with exposure to court action (litigation, being sued), loss of reputation, theft, or fraud. All these items are very real risks to the life of a business.

Better Integration of Services

As a venue operator (venue operator meaning operators of locations such as Registered Clubs, Hotels, Motels, Shopping precincts, meeting halls, wherever people congregate), one of the biggest mistakes you can make is to view security as merely a cost. On the contrary, you should be viewing security as an essential department in itself, and one that should integrate tightly with the operational, human resources and financial departments of your business.

A small business not having the demand for a separate department for this, may merge the security role into an existing position (such as HR or a line manager), but it should still exist, not being ignored altogether.

One of the key factors of an SMP is the increased cohesion that will emerge between departments as each develops a greater understanding of the others' role within the structure of the business. When all departments understand their roles, responsibilities and accountabilities, what roles and responsibilities they share with other departments and what decision making authority they own, employees are far more likely to be thorough and accommodating in their work processes.

Operational integration

Day-to-day operational tasks such as incident management and reporting, if handled incorrectly, can expose you to serious civil and criminal liabilities. With the onus of compliance remaining with you, an effective SMP must be tightly integrated with operational requirements. Many of the daily coal-face functions can be delegated to trained and licensed security staff, allowing you to focus on operational objectives and achieving the best outcomes for your venue.

Responsibility and accountability follows a distinct chain of command. Risk is passed back up to the next in line of command.



Additionally, as security personnel begin to understand their role in various aspects of your business, they begin to realise that they too can play a role in improving the overall customer experience. From the meeting and greeting of customers and clients as they enter the site to incident response requiring specialist and licensed skills, security staff following the Policies, Procedures and Protocols (PPP) of your venue contribute to a highly-developed integration of services.

Potential troublemakers or risks can be identified and responses catered for appropriately.

Human resources integration

The human resources department is another with which security is inextricably linked. Not only must customers feel safe in your venue, but staff should feel safe too. If staff members feel their safety is under threat simply by turning up to work, this will adversely affect their performance. The lowered morale and sense of dread leads to low staff engagement, retention and performance, which negatively impacts your bottom line.

It is not just a matter of keeping potential troublemakers out, but keeping staff and customers safe. An atmosphere of security and control maintained for everyone's overall benefit.

The integration of security personnel within a business creates a framework that enhances communications. As internal employees staff become familiar with security staff, an atmosphere of reliability and trust is fostered evolving into a more reliable system. Additionally, security staff will increase their own range of skills and capabilities as they learn their role within the venue. This varied, multi-skilled approach increases motivation and engagement whilst also empowering security staff to take a more proactive, value added role within the organisation.



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Financial integration

From a financial perspective, it is paramount that security is not viewed simply as another cost for your business. Instead, it should be viewed as a means of improving enhancing profitability.

This could be through, for example, improved customer relations, leading to an increase in loyalty that encourages customers to come back to your venue again and again. Here, an SMP is correctly viewed as an investment in driving business rather than something that negatively impacts your bottom line. Or it could be through better staff performance as employees feel safer and more satisfied with their jobs, leading to increased productivity – again, a view of an SMP as an investment in your workforce. It could also be seen as a means of decreasing exposure to civil and criminal liabilities.

Staff Safety and Retention

As we touched on previously, it's essential that employees feel like they are working in a safe environment. If a workplace does not feel safe, staff will begin to dread showing up, leading to an unhappy work situation that can have detrimental effects on customer relations. Additionally, employees who do not feel secure in a workplace are less likely to stay on board, leading to a higher staff turnover. All of these issues impact the profitability of your business.



Staff Training

Key to creating a feeling of safety among employees of your venue is not only having the appropriate manpower to deal with incidents, but also to ensure staff are well-versed in security measures in their own right. Effective communication between security staff, line managers and other employees is paramount in avoiding undesirable situations.

An effective SMP will train staff in the areas of:

- Risk identification and how to prevent incidents from occurring, becoming more proactive, empowering staff to be involved and to take appropriate and timely action
- Legislation such as the Liquor Act, Responsible Service of Alcohol and the Inclosed Lands Act
- Incidents and report writing – What is legally required when dealing with alcohol-related incidents
- Recognition of any work practice that may detract from achieving venue objectives, such as suspicion of fraudulent or risky behaviour
- Confrontation management, or ways of dealing with customers in heated situations to ensure your venue's image remains intact

By implementing a training system that educates staff in best practices for effective incident management, employees will be confident that showing up to work will not pose any risk to their well-being. This allows employees to concentrate on achieving the goals and targets designed to increase the financial performance of your business, instead of preoccupying themselves with the fear associated with aggressive or violent incidents.



A Safer Environment

Whether it's the witnessing of aggressive behaviour, threats to an employee's personal safety, or even real physical violence, such incidents will generally result in your staff leaving the workplace feeling ignored, disenchanted or dismayed, with a sense of dread for returning to this environment.

The integration of security staff into the business or site structure immediately promotes a more secure environment. Presented in crisp, professional uniforms, the security personnel create a sense of safety in the mind of staff, visitors and the public. This perception means they know that they will be looked after and that they are acknowledged on your site. They have someone they can trust that is concerned about them.

Higher Staff Retention Rates

As well as affecting the overall mood of employees during their time working at your venue, a lack of a structured SMP will inevitably lead to a higher turnover in staff. Poor staff retention leads to greater strain being placed on employees that remain, as these employees will need to cover extra hours or “carry” new employees who may need time to learn their job and understand what is required of them. This downward spiral leads to a lowering in quality of the service provided, harming your business.

Improved staff retention should be the result of adopting a mix of the following:

- Ensuring those being recruited have a realistic idea of what the job entails
- Improved career development opportunities
- Effective appraisals
- Strong diversity policies
- A practicable means of dealing with bullying
- A good work/life balance
- A mechanism for staff to register dissatisfaction, whether it be through appraisals, grievance proceeding and so on
- Leadership training for managers
- Effective anti-discrimination policies that promote flexible working, where possible

The ultimate aim should be to make every employee feel valued and proud of the work that they do.

Customer Relations



Your customers are the lifeblood of your business, so it's imperative that any good SMP instils an understanding that venue security is inextricably linked with customer relations. If a customer does not feel safe in your venue, they will minimise the time (and money) spent at your business and choose to tell people about their negative experiences. One persons perception becomes many peoples reality which ultimately impact you.

We are in the business of “selling an experience” – what is that one thing that differentiates you from others?. Staff at all levels and Managers, must be aware of how customers/ security issues do impact customer enjoyment and perception in order to provide the best possible experience.

A Secure Customer is a Happy Customer

When customers take the time and effort to utilise your venue and services, you can gain further favour by ensuring they are put at ease from the moment they enter the venue. The presence of well-mannered licensed security staff who present themselves with a smile and demonstrate a willingness to assist allows you to achieve this perception.

However, this comfortable atmosphere can be damaged by incidents of violence, which may bring about emotions such as fear, anger, stress or annoyance in the customer. An SMP will teach security staff and managers to look at each situation that arises as an exercise in customer relations. This involves recognising the physical, verbal and emotional cues that may lead to an incident of violent or aggressive behaviour and nipping the situation in the bud before it escalates.

De-escalating Situations

When dealing with an incident that has already escalated, staff can worsen the situation by handling it incorrectly. Remember, most angry customers feel that they have been wronged in some way; that they have a right to be angry. An SMP will educate staff in various techniques that can be employed to assist in de-escalating situations, from using appropriate tone of voice, pitch and inflection to physical methods such as using supportive eye contact and body language.

All of this promotes a more open environment where issues or conflicts can be resolved and an amicable solution can be reached. Trained and skilled security staff are able to deliver this level of expertise on behalf of the client or business.



Management Efficiency and Effectiveness

The running of any business is costly in both time and resources. If a business can redistribute those costs and resources, that business will immediately obtain demonstrable benefits. An SMP allows you to spend less time managing security issues, instead focusing on achieving venue objectives.

As part of the SMP, your appointed security manager will take care of:

- Incident reporting and tracking
- Interviewing, background checks and hiring of security staff
- Training of all staff in security issues to legislated requirements
- Day-to-day management of security manpower
- Provision of security equipment and uniforms
- Provision of OH&S and Workcover requirements for security staff
- The training of security staff to specific requirements necessary to the business or site

Incident Register

In order to ensure administrative accountability and compliance from a legal perspective, any alcohol-related incident requires evidence that appropriate measures were in place and that situations were handled correctly. This evidence is provided through the constant creation of incident reports and maintenance of an incident register.

Incident writing and reporting are skills that have many requirements and objectives. As part of an SMP, security personnel are trained to identify, record and collate all of the specific requirements of an incident so that accurate and, above all, admissible data and information are recorded in the required format.

Additionally, the implementation of a report monitoring system is essential to overall effectiveness of the communication system, especially in the dissemination of data and information throughout the hierarchical structure.

Staffing and Hiring



Due to legislative changes over the last 15 years, the security industry has seen significant decreases in qualified (and quality) security staff. Some venues will choose to hire their own full-time security personnel, while others will outsource this to a security management provider. Either way, an SMP can help in this regard. A security management provider can either act as a consultant or be entirely responsible for the acquisition and management of manpower.

In these situations, thorough background checks and day-to-day management of security personnel is required. By streamlining more efficient processes of staffing and hiring, venue management will have less time spent focusing on these details and more time on achieving venue objectives. You may even wish to draw on a security provider's contract security pool, which allows you greater access to human resources, especially at peak trading times.

Security Training

An SMP will also factor in security training. From crowd controllers to line managers and bar service staff, each must have a sound knowledge of their role in ensuring venue security. All of the legislated requirements set in place by the Security Licensing Enforcement Directorate (SLED) will have to be met by the security provider. Whether it be through understanding basic communication signals between security and bar staff or ensuring incidents take place within full view of electronic equipment, security training is essential from top to bottom. Security management providers will have proven training procedures already in place which you can take advantage of.



Protection of Legal Interests

In the modern venue environment, the onus of compliance increasingly falls on the venue operator or licensee. Any alcohol-related incidents can and eventually will result in legal action being taken, and already licensees have found themselves facing convictions for incidents that may have occurred without them even being on the premises. (See our Case Study: Campbelltown Catholic Club (8.0))

Security Legislation Changes

This increase in liability is a result of serious changes being made at a state legislative level over the last decade or more. Since the Nineties, the NSW Government has introduced a range of reforms that are designed to increase the competence, professionalism and accountability of the state's security industry.



However, in 2009, the Independent Commission Against Corruption (ICAC) found that the enforcement of these new laws had been insufficient. The ICAC recommended the NSW Police Commissioner take ultimate responsibility for the integrity of the security industry. It also suggested an increased role of the Security Licensing Enforcement Directorate (SLED) (formerly the Security Industry Registrar) in identifying non-compliance, which would involve SLED staff having police powers when it comes to conducting investigations. Indeed, the Government has accepted all of these recommendations and has updated the legislation to reflect the ICAC's findings. (See Resources (10.0) at the end of this document for further information).

SLED: The New Watchdog

SLED's new role as industry regulator will see them responding to complaints from within the security industry. However, the rise in SLED staffing from 40 to 73 employees has also given them the capacity to take a more proactive approach to investigation.

As a result, licensees and operations managers across the NSW venue industry can expect to find themselves subject to compliance assessments, audits and investigations on a more regular basis.

Staff Must Know Their Legal Responsibilities



Because of these developments, the importance of an SMP in minimising the civil and criminal liability of venue operators cannot be understated. A great SMP should ensure all employees, from managers down to bar staff, as well as security personnel, are properly trained and understand their roles and responsibilities in dealing with confrontations and other alcohol-related incidents.

Managers, in particular, have an important role to play. Today's venue managers must have the knowledge, skills and attitudes to demonstrate principles of good communication and public relations. Without these skills in a customer-driven environment, alcohol-related and violent incidents can quickly escalate, resulting in increased legal liability for you and your venue. With these skills, however, not only can managers effectively deal with these situations but, in many cases, they can be avoided altogether.

Better Reporting

We've already discussed the importance of a better incident reporting system for management efficiency (see Incident Reporting), but it's also essential for avoiding legal liabilities. This involves managerial staff understanding what is required of them in order to fill out these legal documents, and it may mean the difference between criminal exposure and avoiding liability entirely.

Additionally, a report tracking system should be put in place to ensure easy access to reports throughout the club's history and, furthermore, to ensure precedents are followed.

Case Study: Campbelltown Catholic Club



If you need proof as to why a security management plan is essential in the modern operational environment, look no further than the case of Campbelltown Catholic Club (CCC) during 2008-09, when a police operation led to licensee Michael Lavorato facing criminal charges with two counts of *"Licensee permit intoxication on licensed premises"*. Mr Lavorato was at home, in bed, when the incidents occurred.

In considering the first charge, Magistrate Daryl Pearce found that the person in question was not in fact intoxicated at all. Mr Pearce was able to reach this conclusion based on electronic surveillance footage that was available as part of the CCC's security management plan.

In considering the second charge, Mr Pearce found that the person in question was intoxicated, but that the club had *"taken all reasonable steps to prevent intoxication."* Mr Pearce noted the *"considerable amount of evidence of the procedures that have been adopted"* as well as *"the training of staff generally in relation to responsible service of alcohol."*

It was thanks to the club's security management plan – which had been implemented by Allied Risk Solutions and which maintained a heavy focus on dealing with Alcohol Related Incidents (ARIs) – that these procedures were in place and that the judge was able to see all appropriate steps had been taken to prevent intoxication.

The CCC Security Management Plan



The Campbelltown Catholic Club (CCC's) multi-faceted approach to dealing with ARIs includes:

- Quarterly staff training
- Implementation of a 'buddy system' between new and more experienced staff
- Promotion of effective professional relationships between management, bar staff and security
- Strong board enforcement of punishment for member breaches of behavioural standards
- Planning of events involving an integration process between key departments

Training Days

Staff training days take place four times a year and involve all levels of employees, including management, bar staff, and security staff.

Line managers are provided with the same knowledge and expertise as security personnel in the area of confrontation management. Given that much of the responsibility falls on the shoulders of line managers when dealing with ARIs, this knowledge is essential.

Quarterly training sessions for security personnel, as provided by Allied Risk Solutions, include knowledge of:

- NSW Liquor Act 2007, Section 77
- Inclosed Lands Act
- Report Writing
- Confrontation Management
- Weaponless Control
- Practical Scenarios



For bar staff, education of their responsibilities in dealing with ARIs is once again crucial. Through the implementation of a buddy system, where new bar staff are continuously assessed by allocated supervisors, they find themselves with continuous feedback and quickly gain the confidence required when making decisions as to whether or not a patron is fit to be served liquor. Indeed, Responsible Service of Alcohol (RSA) training should not end with the obtaining of an RSA certificate; it is something that requires bar staff to have first-hand practical experience, which the buddy system oversees.

Patrons also have a role to play in the maintenance of safe premises. Patron training includes an extensive member induction program – which highlights the implementation of codes of conduct – as well as the provision of advertisements through club magazines to educate members on expected behavioural standards.

Better Communication Between Staff

In addition to training and buddy systems, all staff members are trained to understand the most effective means of communicating with each other in order to ensure confrontations and ARIs are dealt with effectively. This understanding could involve, for example, bar staff giving known hand signals, known as field signals, to security staff to aid in identifying intoxicated patrons.

Another good example is training managers to understand the importance of moving incidents into the view of CCTV cameras to ensure electronic evidence backs up any assertions made in their incident reports. Here, communication between managers and security personnel is essential.

Consistency in Application of Code of Conduct

When a breach of the club's code of conduct does take place, the board takes an active role in reviewing the membership of the involved patrons. A schedule of offences and the associated penalties has been put in place, and the board adheres strictly to these policies.

For example, the outcome for fighting can be a 24-month ban from the club, while a second offence will result in a life ban. While the citation process obviously involves dealing with incidents on a case-by-case basis, appropriate outcomes must be put forward in a consistent manner to promote a culture of adherence and expectation among members.



CCC Report Writing



The importance of effective report writing is also instilled into CCC employees. Managers and security supervisors understand that they must seek to obtain evidence from all parties involved in an incident and write a report containing all the relevant facts. A centralised report tracking system is also in place. This allows past incident reports to be located quickly and helps with promoting consistency of outcomes in terms of adhering to punishments for breaches of conduct.

By proving to the magistrate that the appropriate security procedures were in place at the Campbelltown Catholic Club, any legal liability held by the licensee was eradicated. It was evident that the club held a strict culture of RSA compliance and incident prevention.

Peace of Mind Through Security Management



Due to changes to NSW security legislation discussed earlier in this e-book, the onus of compliance will continue to rest with venue operators and licensees. Furthermore, the expanded role of the Security Legislation Enforcement Directorate in conducting both proactive and responsive investigations into alcohol-related incidents means the regularity of inspections – such as that experienced by the CCC – is only going to increase.

As we've seen throughout this e-book, a decreased in legal liability is far from the only benefit an SMP can provide. There will be better integration between departments, stronger customer relations, improved staff safety, higher staff retention, and a decrease in the amount of security-related tasks you, as operations manager, will be required to handle. All of this goes a long way to helping you achieve your venue's objectives, increasing overall profit and decreasing your legal risk.

Take steps to implement a **Security Management Plan**
for your business or venue today
For more information, call **Allied Risk Solutions**
on 02 9635 0477

References and links referred to in this e-book can be found at Allied Risk Resource page at <http://AlliedRisk.com.au/resources>

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Your Security Solution Guaranteed!

+ Security Management Strategies - Security is an evolving industry and through ongoing changes to legislation, compliance, training and enforcement your organisational needs should be reviewed periodically, ensuring your security management strategies are consistent with industry standards. Some of the considerations you will need to look at as an ongoing measures are:

- Your Standard Operating Procedures
- Key Performance Indicators (KPI's)
- Performance Management
- Training
- Reporting and Recording Procedures
- Liaison with Police and other Bodies or Authorities
- OH&S



+ Staff Empowerment - The greatest asset or risk within any business is your staff and with up skilling and empowerment they will go a long way towards enforcing required standards at the same time as establishing a service driven culture within your organisation.



+ Proven Security Systems - Allied provides proven systems to support the integration of security into your core business units, whether it be through manpower, training or consulting.



+ Confidential Obligation Free Consultation - As a commitment to our quest for excellence in standards and quality of service, we extend to you an obligation free, confidential consultation to discuss your specific security and training requirements.



+ 100% Satisfaction Guarantee - Allied provides a 100% satisfaction guarantee attached to all of our products and services. If you are not 100% satisfied with our service and we are unable to deliver within a reasonable time, there will be no charge.



What To Do Now



Your next step is to schedule a FREE zero-obligation consultation with one of our security experts. They will answer all your questions and discuss your specific security and training requirements.

Call us on (02) 9635 0477 today!

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