The winning formula for excellence in Safety and Security Operations

What's Einstein got to do with it?

Introduction

Delivering excellence in Safety and Security Operations management is no easy task. With changing dynamics resulting from an increased threat of security incidents due to a rise in protest activity, a need to diversify into new revenue streams and the advent of more stringent regulations, Safety and Security professionals face a number of new challenges.

And all this is needed within an already tough environment comprising Audits & Compliance, Zone Ex, Terrorism, Loss Prevention, Anti-Social Behaviour, Health & Safety and Fire Regulations. That's a lot to consider when deciding the best way to provide the right level of service to drive efficiency, deliver the insights we need for both continuous improvement and compliance and still preserve the Customer Experience.

Einstein's Theory of Relativity embraces the concept that energy is inherently present in all mass – it is just a question of releasing it.

The same can be true of deriving excellence from our Safety and Security Operations. It is just a question of applying the right approach to the resources we have to release it.

Great technology should free up capacity and so save more money than it costs by either creating more time for the people who use it so they can do other things or by combining systems into one so separate subscriptions can be cancelled. It can also deliver money saving benefits from insurance claims and the evidence of liability being allocated to the correct places.

The Halo Solution is a specialised, integrated platform, designed by experts in Safety and Security management to deliver a comprehensive and powerful tool to address the challenges we face today, prepare us for a better future and deliver excellence in our operations.

Halo

1 What is excellence in Safety and Security Operations?

If we can imagine a world where everyone is kept safe in the places where they gather, then we understand what we are striving for. But having the certainty that we can deliver on this is different.

Our experience shows that excellence in Safety and Security Operations is fundamentally achieved through three key pillars:

- ❯ **Effective management of available resources;**
- ❯ **Consistency of delivery; and**
- ❯ **Control over action, input, and data.**

For this to be effective we think we need to carefully plan processes to ensure we achieve desired outcomes. It is also important to drive a culture of behaviour that encourages accuracy of input, and it is vital to be able to easily access information and data to enable fact-based decisions, support data capture for de-brief and embed a culture of continuous learning and improvement.

By digitally transforming the way we manage our Safety and Security Operations, we can transform the quality of information and the efficiency of our teams to deliver a culture of excellence. Leveraging technology to help deliver a service to the organisation and to the public will help you to achieve excellence in your operations.

Imagine a scenario where you could share all relevant information with your teams on the ground, from routine task delivery to incident response protocols to alerts for missing persons or known troublemakers from a central point – immediately and in real-time. And then imagine they could update you on actions taken, with multi-media input, also in real-time. Consider how powerful this would be.

Now imagine that you can engage your customers in their own safety, giving them tools that enable them to report suspicious behaviours, concerns over their welfare or potential unrest starting. You could significantly increase your eyes and ears on the ground. And if their reports were equally managed with a real-time view where you could immediately deploy team members to the point of need and then track activities to establish if further intervention is required, imagine the number of incidents you could prevent from escalating and imagine the positive experience your customers would have.

And, what if you could extend this visibility and access to information to your wider eco-system, sharing it with third parties operating on site and with emergency services?

If this was all supported by easy access to evidential data that enables you to report on every action taken with its own individual date and time stamp for every event, imagine how you could use this information to improve your processes or provide the information required to prove each and every action was carried out to the right standard at the right time – would that help us to deliver excellence in our Safety and Security Operations?

So, excellence in Safety and Security Operations means careful planning, rigorous testing and using the right technology to get the right information to the right people in the right place at the right time, ensuring the correct standards are followed, responses to incidents are swift and informed and insights based on accurate data can be used to drive continuous improvement - always.

In summary, it's about management of resources, consistency in delivery and control of information.

It's $E=MC^2$

Excellence = **management** x **consistency**^{control}

② Resource **Management** – a keystone of excellence

We live in a world of resource constraint where we are all expected to achieve more with less. Safety and Security Operations Professionals are no exception to this. So how do we achieve the levels of service we need to deliver without having to invest in more people?

To achieve excellence in Safety and Security Operations we need to first plan:

- ❯ **plan our processes,**
- ❯ **plan our resources, and**
- ❯ **plan our responses.**

We then need to test those plans – in the event that something happens that we were not expecting, does our plan actually work in practice? We all know this.

And then we need to identify the best way to operationalise the plans. This is the most challenging aspect. Why? Because if we can't get the right information to the right people in the right places at the right time, we can't have certainty that our processes are being followed or that the decisions that we make are based on having all the facts in front of us.

Historically, many teams have had to rely on multiple platforms to try to get the information they need. This could be emails/whatsapp where information is probably not rigorously categorised in a standardised way, making it difficult to find the information we need and is most certainly not suitable for making in the moment real-time decisions. It could be end of shift reports where we are reliant on the memory of the team and a commitment from them at the end of a long day to complete this accurately. It could be radio-based communications where channels might be contested and where verbal communication is transcribed, in a 'summarised' form by a busy operator, into written communication - which can lead to inaccuracy. Not to mention data sovereignty - as once it's shared in email and WhatsApp, you lose control - control of who the information is forwarded to, control of the integrity of the data and control of how the data is stored – or not!

Ironically, these inefficient tools can increase cost and increase demand as more resources are thrown at them to help manage capacity. So, by the time a central system is proposed it sounds daunting, because people are already busy and they "don't have time". But there is another way.

There is a better, safer, more cost-effective way.

Building your operations into a technology platform that then enables you to allocate tasks and actions, get real-time updates from your distributed teams, supported by video or photographic evidence, and then act on this information to resolve any issues identified, means you can have certainty that the right processes are being followed.

That sounds quite straightforward. But in reality, our teams are disparate, we may be managing multiple locations, and we might have multiple teams operating with different areas of specialism in different areas.

The Halo solution enables you to set up multiple teams across various locations following different processes with specific requirements but manage them all from a central point. This means you can easily set up processes on a team-by-team basis, share only the information that is relevant to specific teams and efficiently manage individual areas. You can equally share information that is relevant to your entire organisation, deploy team members to different areas if the need arises and manage major incidents across all departments from a central point.

For example, you have shared information to your entire team about your current Rogues Gallery – a set of individuals who are known troublemakers. A team member in Zone Ex has spotted one of these individuals. They immediately alert the centralised management team / control room of this. The central team shares this information to all other teams, including external agencies such as the police. They also allocate a specific task to a supervisor in the admissions area to ensure increased security presence at the entry points. And all this is achieved in under a minute.

That is management that delivers your desired results, consistently, creating security excellence.
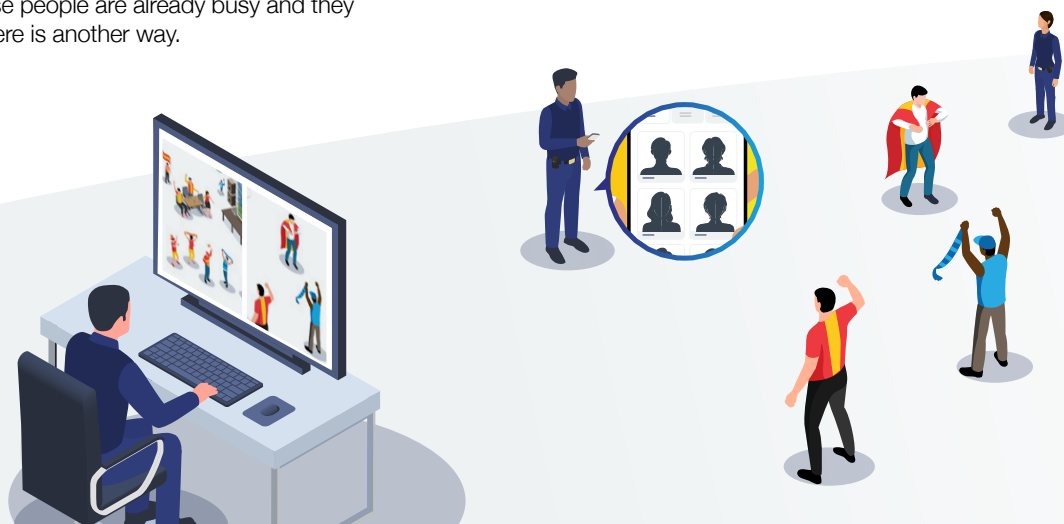
③ Consistency - a by word for excellence

Consistency is a crucial factor in achieving best practice operations that deliver an effective safety and security strategy. Having the ability to define the right process and then having the certainty that this process will be followed each and every time an incident/issue occurs, or a safety check needs to be completed is paramount to achieving excellence.

Deploying technology that enables you to centrally set up a defined set of actions for your distributed teams to follow, and where you are automatically notified that an action or task is completed, means you can ensure consistency of activity throughout your operations. And it means you can act immediately when actions have either not been completed at all or are not completed to a satisfactory level.

With the capability to set up workflows in the Halo Hub that match your own specifically designed processes, combined with an intuitive Mobile App that enables all distributed team members to report real-time completion of tasks and actions, supported by a centralised dashboard that means your control team can clearly see what is happening instantly and make interventions as and when needed, you can effectively deliver a consistent approach to all aspects of your Safety and Security Operations.

But consistency is also about the right quality of information. Creating custom forms that require your teams to input the same level of information every time, through specific fields or drop-down selection menus, means you will capture not just what has happened but the right level of detail about each and every action.

And what if you could ensure this happens even when your teams are in areas with no Wi-Fi signal? Halo's unique offline mode enables your team to complete forms, upload media and make notes, all whilst they have no signal. The app will then immediately update all that information to the central team as soon as the individual team member gets back in Wi-Fi range – and all the information will be date and time stamped from when it was recorded offline and when it was uploaded online.

Achieving this level of consistency across all teams and activity means you can deliver an excellent experience for your fans, an excellent experience for your teams and provide excellent quality of information to support future planning or provision of evidential data.
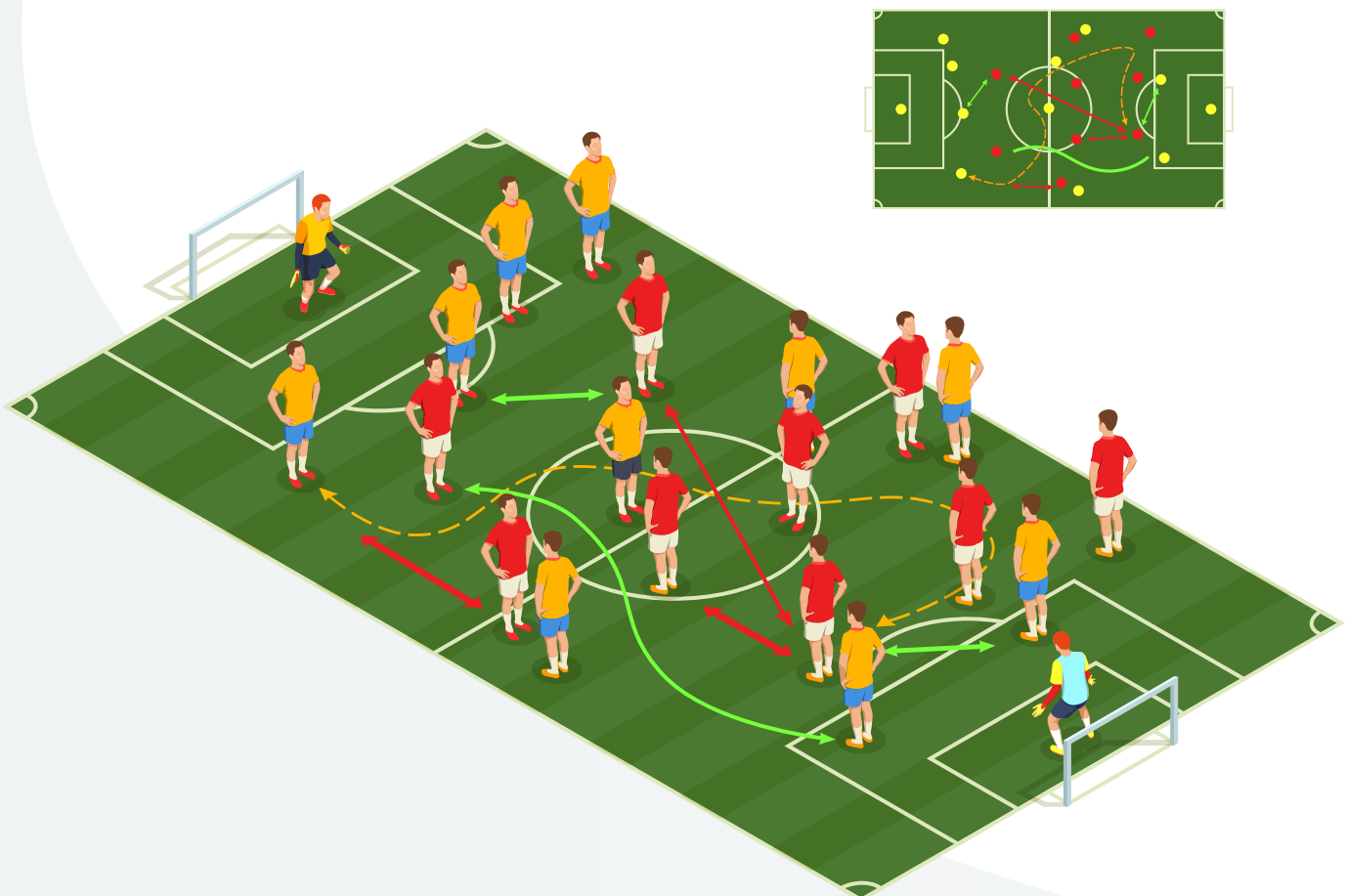
4 Why is __Control__ so important in the quest for excellence?

The final part of the formula for excellence in Safety and Security Operations is Control.

When incidents occur, however big or small, how we respond in the first few minutes impacts the potential outcome. Overall, we refer to this as the 90-90-90 principle where we believe that the **first 90 seconds**, set us up for the **next 90 minutes**, and help inform the **next 90 days** and beyond.

This is why it is crucial to make sure you have centralised control over your entire site and that all roads lead to that central point, without overwhelming it.

If you are able to control information flow, control boots on the ground and control who does what, when and how - you can ensure delivery of a standard of excellence in response that would be impossible to achieve with disparate systems and distributed responsibility. We've found this helps with overall accountability and responsibility from a legal and insurance perspective, which will make the boardroom happy.

The Halo solution gives you that control. From 'boots to boardroom' and including the public and partners, Halo helps protect everyone.

Using the Halo Dashboard, which can be displayed as multiple dashboards on the same screen according to the complexity of your environment, your controllers can see everything that is happening everywhere, in real-time. They can prioritise actions and response according to significance of an incident. They can re-prioritise if situations escalate, and they can share information across all teams or to specific teams as required.

In short, your team can make informed, yet immediate decisions based on having the right information, at the right time, all the time.

This has a profound impact on the standard of service delivered because action can be decisive and swift, response times are shortened, and the vast majority of incidents can be managed with little impact on your customers. In fact, they probably wouldn't be aware they even happened. Creating confidence, trust and a sense of safety and security for everyone.

That's achieving excellence in Safety and Security Operations.

In Summary

For a long time, Safety and Security Operations was not always given the attention and respect it deserves. In the changing context we now see, it is being seen, rightly, as a key strategic element of the management of places where the public gather.

It is time for professionals in this space to shine.

Taking a more scientific and technical approach to creating a winning formula for success helps to deliver the excellence in standards of operations necessary to keep the public and our customers safe.

That formula is:

$$\text{Excellence} = \text{management} \times \text{consistency}^{\text{control}}$$

When we effectively manage our resources and our processes we can achieve excellence in efficiency.

When we ensure consistency of action and information, we can achieve excellence in delivery.

And when we add the power of control to the formula, we can significantly amplify the results we achieve.

This might not quite have the impact on the world that Einstein's Theory of Relativity has had, but it will most definitely have an immense impact on the standard of excellence you can achieve in your Safety and Security Operations.

> ❝ We have found that by enhancing culture (management), enhancing efficiency (systems) and enhancing operations (control) we naturally enhance safety and excellence. ❞
>
> **Lloyd Major**
> CEO, Halo Solutions

Halo

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