

DECEMBER NEWSLETTER

E.R.S.



THE FIRST RESPONDER



In this Issue:



Telstra Business Awards

ERS winner of the 2015
Telstra Business of the Year.



ERS In Mozambique !

On Scene Commander

A vital link in Emergency
Management

Mutual Aid Arrangements

What are the benefits?

ALSO READ ABOUT :

- Message from the CEO
- Company news
- Mutual Aid Arrangements
- Crisis Management in the Education Sector
- Employee spotlight: Clarence Fernandes
- ERS Family Program



Scott Houston

CEO

Executive Risk Solutions

To deliver such an exceptional service is not without its challenges, and I strongly believe that it is the efforts of everyone, every day that has built ERS into the award winning company that it is today. The feedback that I have received on ERS as a company, from some very prominent and successful businessmen is very encouraging for the future. That being said, we are not immune from the ups and downs of the resource industry and the impact those fluctuations have on our clients and inadvertently on us. It is a challenge right now for us, but it's also a challenge for our clients. At the end of the day we are all at the mercy of the market, but that's just part of life for everyone in the resource industry. We will continue to demonstrate a value add to our clients where we can and strive to maintain the best working conditions and contracts for our staff.

I'd like to wish everyone a safe and Merry Christmas and a great New Year. Next year will be another demanding year for ERS and I'm extremely confident to tackle the challenges with the team we have!

All the best,

Scott

Well another year is coming to a close and I'm still trying to figure out where the year has gone. It has been an extremely busy year for us and one that has had us focused on building on the solid company platform for the future. It has included opening an office in Brisbane, ISO Accreditation, diversification into Health Services and Winning the Telstra Australian Business of the Year just to mention a few.

Across all of our operations we have continued to build on the excellent reputation of ERS through our dedicated and professional service to our clients.

This year will have us losing a few positions as projects wind down and transition into new phases.

Unfortunately this is outside of our control however we are working hard to secure other contracts that will help us to retain our staff on other projects. For those staff that are moving on we wish you all the best for your future endeavours and at the first opportunity we'll be trying to get you back onto the books with ERS.

As with all years, ERS will deliver its services over the Xmas period without a break. For those on shift please remember to be safe in everything that we do. For those lucky enough to be with families and loved ones over the Xmas period please enjoy the break and make the most of the time at home.



**National Mining Chronicles
November 2015 Cover**



**Sky News – Switzer
Interview with Scott Houston**



COMPANY NEWS

“Busy is good!”

Yes we know the newsletter is late this quarter but we have good reasons for it.

It has been a very busy quarter for all of us at ERS. Let’s start with what we have been up to on the international front.



ERS continue to expand Internationally!

We recently supported the implementation of Relocation Action Plans for an ASX listed mining company in Mozambique.

We undertook the movement and distribution of money in Northern Mozambique so that community groups could be paid to have their farming areas relocated. The task was highly successful and community leaders were very happy with our performance.

ERS has also won a contract to support a Mozambican security company in the provision of contract management and QC/QA on service delivery on a new guarding contract in Mozambique.

Our role will be to assist the security company in meeting all of its contractual obligations in support of its new contract with an ASX listed mining company operating in Mozambique.

ERS recently developed an election security action plan for a client in Myanmar which related to the risks and mitigations required for a deteriorating security situation in the country leading up to or after the national elections.



We also provided a country and nodal assessment for Ethiopia and Djibouti to enable one of our clients to tender for major in country construction work.

ERS in Australia

Tim Curtis recently completed a strategic threat and security assessment for a state government department in Victoria. As part of this we made a range of recommendations to improve the resilience of the department; particularly in the context of critical security incidents.



ERS was recently awarded the Security Services Contract for a major player in the Northern Territory.

ERS will provide all guarding, patrols and security consultancy requirements for the site including the provision of specialist canine support. In the last quarter, ERS also provided site vulnerability and threat assessments for a power distribution network on the East Coast; and the provision of low signature specialist technical security services to a major road networks management company in Brisbane. ERS also presented at the WASSEA principals conference on Crisis Management in the education sector and the ASIAL Conference on why we do things differently and why we are successful at it. Craig Hynes and his team were busy delivering Incident Management Training to mining companies in the Goldfields, Emergency Management Training to a Perth Hospitality Venue, and fire investigations at a mine site in the Pilbara.



Onslow Primary School where she played and worked with the children from the local community. You can read more about it on our [website](#)

For the past few months, the ERS team were also busy tendering for major projects in Queensland and Western Australia in Mining and Oil and Gas sectors. We are looking forward to a bright future.

Our Reconciliation Action Plan was approved and registered in August and we are now working on the design of our Plan. We have been putting a lot of thought into it and will be producing something that matches our colour, brand, values and what we endeavour to do in our indigenous engagement. In July, Anne-Eline our Business Development Coordinator spent a week in Onslow with the Wirrpanda foundation at the

BUSINESS PULSE

BP

CCI
OCTOBER 2015

RISKY BUSINESS
How an ex-SAS soldier built the business of the year

BETTER SAFE THAN SORRY
CCI's guide to safety month

TURNBULL'S GOVERNMENT
What it means for business

CCI - now supporting more than 9,000 Members

WACCI Business Pulse
October 2015 Cover



Scott Houston CEO of Executive Risk Solutions and a former Special Air Service regiment soldier, has been certified and licensed to use the Australian Veteran Owned Business Certification Trademark.

The Western Region of ERS has had a busy quarter with plenty of new sales leads and some interesting projects.

Our security team has been responding to a high profile client who had received several threats of a personal nature, ERS was able to mobilise a personal protection detail within 1 hour and a subsequent 5 men 24/7 counter surveillance team.

This service was supported by an intelligence report that involved profiling the threat and maintaining a proactive intelligence posture. ERS also conducted a security and emergency management review for a client with a large industrial facility. With recommendations made pertaining to physical infrastructure and compliance.

ERS also identified several risks stemming from the organisation's human resources. From disgruntled employees through to trusted insiders, ERS was able to identify and mitigate a number of specific threats.



Daniel Wright at the ASIAL breakfast 05/11/2015

Our resident oil and gas specialist, Howard Fiedler, along with emergency management specialist, Phill Cribb, conducted a desktop exercise for an Oil and Gas company in Perth. ERS continued to deliver an expanded training portfolio, adding value to a current clients through the provision of accredited advanced resuscitation training.

The courses ran with a new approach to delivering value through a bespoke solution of on-the-job and workplace based training. This resulted in significant savings to the client and enhanced training outcomes through practical, real time assessment.



The Australian Veteran Owned Business is a third party certification which promotes the recognition of ADF veteran owned and operated businesses. The third party certification allows ERS to apply a unique certification trademark across the business. This trademark not only enables us to proudly showcase our military service, but for clients to make educated purchasing decisions in knowing that they are dealing with a veteran.

EXECUTIVE RISK SOLUTIONS 2015 TELSTRA BUSINESS OF THE YEAR AWARDS

Executive Risk Solutions has been named overall winner of the Business Of The Year Award at the awards ceremony in Sydney Thursday 20th August 2015. The ERS team brought two awards back to Western Australia, one of them being the National Telstra Medium Business of the Year and the other one the Overall National Telstra Business of the Year. ERS was once again recognized for its very strong business culture, its proven experience and expertise in emergency response and its investment into staff development. ERS sends 10 Emergency Services Officers to Houston Texas to train on the latest practices and technologies in Oil and Gas Emergency Response.

ERS was also finalist in the following awards nominations:

ERS was nominated as a finalist in the Contractor of the Year category at the 2015 Prospect Mining Awards. These awards recognise the major players in the mining industry who are making a difference. ERS differentiates itself from its competitors by offering high quality personnel and tailoring solutions to the operational needs of our clients to enable them to focus on what matters most their core business.



Watch Scott Houston's acceptance speech



ERS was also nominated as a finalist for the ASIAL Awards For Excellence in the following categories: Outstanding In-House Security Manager (Daniel Wright) and Outstanding Guarding company. The ASIAL Awards recognise the outstanding achievements of security professionals from across Australia.

Daniel Wright who was nominated for In House Security Manager, is ERS' Security Manager and leads a portfolio of 11 clients. Daniel's philosophy is to always go above and beyond for the client. He has contributed to ERS' reputation of exceptional service delivery without variation to contract, and he is valued by his clients for the holistic approach he brings to security services.



Daniel leads by example and is well respected by his staff for his attention to their personal well being and their professional development to allow them to achieve their full potential. Daniel is also servicing as an officer with the army reserve. Executive Risk Solutions was also a finalist for the inaugural BRW & PwC's Private Clients Aspire Awards.



The BRW & PwC's Private Clients Aspire Awards celebrate outstanding achievements made by Australia's private and family businesses. The quality of the 2015 entrants were as high as ever, as businesses from all of Australia's major industries presented the solid business practices that successful companies portray. Finalists for the 2015 Aspire Awards are leaders in their field, are outperforming their competitors and have an outstanding track record that deserves to be celebrated.

Finally Scott Houston was nominated for the Ernst & Young Australian Entrepreneur of the Year. The independent judging panels considered the Entrepreneur Of The Year award nominees against examples and evidence of entrepreneurial spirit, innovation, personal integrity, influence, financial performance, strategic direction and national / global impact.



More videos are available on our you tube Channel



For media enquiries , please contact Anne-Eline

anne-eline@executiverisksolutions.com.au



Tim Curtis is the Director of International Operations for ERS. Tim has recently returned from another trip to Mozambique. In catching up with Tim we asked whether he got the security situation right or wrong when he wrote about Mozambique's security situation in a past 2013 magazine article. **Tim, in a 2013 article you painted a scary picture of Mozambique and in particular a significantly deteriorating kidnapping situation. Has this manifested in the two years that have passed? Did you get it right or wrong?**

In a short answer, I got it half right. But mostly the right half! Between 2012 and late 2014 we closely tracked Mozambique's security challenges and in particular a year on there was a rise in kidnappings. In 2012, there were 14 reported kidnapping incidents. In 2013 there were 26 reported incidents. In 2014, we recorded 30 kidnapping and abduction events. So far in 2015, we have monitored 11 kidnapping incidents. So in net terms we expect a reduction in kidnapping numbers this year.

In Maputo, and the adjoining city of Matola, violent crime is still significant with an average of 450 armed robberies per year. In a wider context this is 75% of the national total. This gives some reassurance to international businesses, particularly oil, gas, mining and services companies, working in Tete and Cabo Delgado Provinces.

So what has (or hasn't) changed?

First let's focus on where we were in 2013.

The indicators we looked at in 2013 related to Mozambique's poorly functioning government, its polarized and mostly neglected populace, and a small and weak security apparatus.

On top of that there was the renaissance of Renamo; which consumed security resources and political energy.

Mozambique has also been plagued with political instability and corruption. It rated 59th on the Fragile States Index in 2013 and in 2015 'fell' to 45th.

It has showed no real progress in the last 3 years, despite an

increase in economic activity and steady GDP growth. But then again it sits in a better position on that index than most of its near neighbours.

One of the key security factors driving the rise in kidnappings was Mozambique's weak security apparatus.

There was proof that organized criminal groups had infiltrated the police and parts of the Army with an almost absent political opposition.

The problem was so endemic that society built a deep mistrust for the security forces leading to much crime going unreported.



Tim Curtis,
Director of International
Operations

So, the current situation

In 2014, Mozambique elected a new President Filipe Nyusi; a former Defence Minister. Ministerial changes have led to an improvement in the policing apparatus. Whilst crime, and particularly violent crime, remains high, it is on par with other large African cities. Additionally, an international focus on mining and the offshore northern gas fields has led to a closer optic on Mozambique's problems. To that end, we now hear more of the issues that previously were under reported. Has the situation improved? I would say 'no'; but it has stabilised. **So what's the revised Security outlook?** Sound, providing the Government can continue to make improvements in the social fabric including public services, the rule of law and the efficacy of security services. Crime will, however, continue to rise. We expect that this will certainly be the case in the Cabo Delgado Province where oil and gas and mining is bringing the sort of profile that attracts criminal groups.

Final Contrast? 2013 to 2015?

In 2013 we didn't forecast a stable Mozambique, but we did predict an increase in kidnappings. We were half right. Mozambique isn't stable but kidnappings have leveled off. On reflection, some of my closing comments in the 2013 article still remain relevant and accurate in 2015:

We don't see a stable Mozambique in the near future. The influx of resource sector and aligned companies will bring greater perceptions of wealth and income inequality. This will propel both criminal, factional and anti government groups".

We continue to watch Pemba, Palma and Nacala for indicators and warnings that international investment will bring an increase in the levels of security instability.



ERS has recently been to Mozambique, Somalia, Norway, Tunisia and Myanmar to deliver Crisis and Emergency Management, Security and Business Continuity services to Mining Companies and Non For Profit Organisations. Listen to our podcasts to find out more:

- [Postcard from Tunisia](#)
- [Inside Somalia](#)
- [De-Mystifying Myanmar](#)





ERS FAMILY PROGRAM WEST COAST EAGLE TICKETS



Reuben Evans and family



Kirk Nairn and family

“ERS took its employees and family to the football this year. The family program was offering 4 tickets every home game to watch the West Coast Eagles play. The program was a great success with many of us who participated. At ERS we are all about family and we want our staff to spend quality time with their loved ones when not working in the field. “ Stay tuned for the next family program! “



Mutual Aid Arrangements

“The majority of Industrial Fire and Emergency Services across Australia operate in remote locations with limited resources that inevitably lead to a delayed back up response from other emergency services. Fortunately many resources companies operate as good corporate citizen and respond to emergencies outside of their mining operations to support the community in a time of emergency.

Many mine sites in the Pilbara of Western Australia operate alongside major roads or highways and in locations that have high volumes of traffic from mine operations, logistic transport and tourism. In most cases these mine sites also own and operate an airport which utilises medium size commercial aircraft

Given the hazards onsite and the remoteness of the Pilbara, it is essential for Emergency Response Teams (ERT) to have mutual aid or pre emergency arrangements with surrounding mines. In a number of cases this has been extended to include formal arrangements with

the Department of Fire and Emergency Services (DFES) to enhance response arrangements during a major emergency. Traditionally this has been by a Memorandum of Understanding (MOU) but in some cases has gone even further and has seen the registration of a Private Fire Brigade with DFES. Private Brigades affiliated to DFES are located at Argyle, Tom Price, Paraburdoo, Pannawonica and a number of other locations.

Executive Risk Solutions (ERS) identified a need for and the benefits of developing a MOU with DFES and recommended an MOU to its major client in the Pilbara, Roy Hill Iron Ore.

The Roy Hill Iron Ore operations from the mine at Roy Hill through to the port storage and loading facility at Port Hedland is well prepared for natural and manmade emergencies using the prevention, preparedness, response and recovery (PPRR) model.

To further enhance preparedness and response strategies, ERS assisted Roy Hill Iron Ore to develop a MOU with DFES. The original 2013 MOU has been recently renewed for a further 3 years.

The benefits of formalised preparedness and response arrangements with a State Fire Service or an adjoining ERT are numerous and includes:

- Interoperability of equipment and procedures,
- Pre emergency planning,
- Back up arrangements to incidents,
- Primary response to an incident due to the other party being committed at another incident or is geographically disadvantaged by location and will take considerable time to travel to the incident,
- Enhanced service delivery,
- Sharing of resources,
- Joint training and exercising,
- Networking and relationship building opportunities in the wider emergency management community at a local and district level,
- Embeds the private operator into Liaison Groups for early warning and preparedness for specific hazards (eg cyclone, floods, bus fire),”



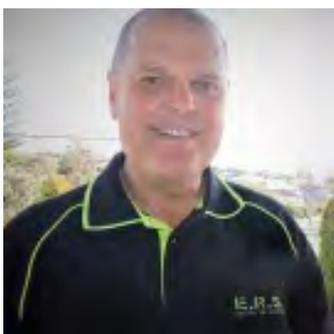
- Provides opportunities for continuous improvement in procedures and the type of equipment used,
- Forum to gain a better understanding of emergency management and other relevant legislation,
- Protection against possible liability (under legislation) if operating outside the companies area of operation,
- Who has overall Control of an incident in a specific location

Since the development of the MOU between DFES and Roy Hill Iron Ore there have been a number of incidents that have highlighted the advantages of having formalised arrangements between the two parties.

These include motor vehicle accidents and bush fires on and around the Great Northern Highway, North West Coastal Highway and the Newman to Nullagine Road.

Post incident analysis of these incidents have given ERS operational crews the opportunity to raise “what work well” and on all occasions the pre-determined arrangements between ERS (Roy Hill) and DFES has been highlighted as being key to effective incident management.

ERS specialises in MOU development to formalise mutual aid arrangements between emergency responders and is only too willing to provide advice to existing and new clients.



Phillip Cribb, AFSM
Fire and Emergency Management Specialist



There are a number of challenges to navigate when dealing with emergencies in the resources and mining sector.

Hence organisations have embraced the need to implement a Crisis and Emergency Management System to ensure priorities are set and that there is a systematic and measured approach in place when emergencies occur. We have previously described the role of the Crisis Management Team Leader (CMT) in overseeing and ensuring the Crisis Management System and that the nominated teams are up to the task for the identified risks in the context of operations. After all the CMT Leader is normally the person who is ultimately responsible for the safety systems and ensuring that procedures are in place and operating effectively.

However in this article we would like to focus on the On Scene Commander (OSC).

The use of AIIMS or an Incident Control System is essential in dealing with an incident. The OSC in an Industrial sense is similar to a crew leader in the emergency services context.

The On Scene Commander is normally the supervisor or manager of the affected area that assists, supports and coordinates the arriving emergency response team. He will usually not be trained in emergency response or be a member of the site rescue team.

However they will need to be trained in the role of the On Scene Commander.

The OSC is best placed to take the command role as they have the following attributes:

- Subject Matter Expert of the affected area;
- Logical person to initially effect evacuation and provide intelligence to the Incident Management Team.
- Has authority to prevent or allow access; and

- Knows hazards and scenarios that may eventuate depending on the incident.

As described above the OSC is typically a person with a leadership role at the site of the emergency, for instance a shift boss, mine superintendent or a processing manager. They have an



intimate knowledge of the site and hopefully will already be displaying their leadership qualities in dealing with an emergency when it occurs.



This will go a long way to ensuring the emergency response is not breaking down at the scene of the emergency. After all it would be a waste of an important resource should a person with all the knowledge and experience of the incident or event, be neglected or reticent to get involved. A simple way of describing their objective is “to prevent the situation from getting worse”. They can do this by taking actions like ensuring the emergency is declared, effecting evacuations, ensuring first aid is being undertaken if required, identifying hazards and emerging risks and securing the site. This may sound like the role of an arriving ERT however in many instances they could be minutes or even hours away.

Given the complexity of emergencies in remote and large operating environments it is also important to ensure that a common operating picture (COP) is quickly established. This entails confirming the circumstances and information at the scene is consistently understood and shared throughout all levels of the crisis and emergency management system. The OSC will be particularly important when establishing a COP as they are at the scene and have the important job of communicating with the IMT and being the link to the ERT. One key challenge of the role however is to ensure the control and command of the incident is clear at the scene. The OSC has responsibility for the scene however does not interfere with the ERT’s role of implementing the approved Incident Action Plan (IAP).

They would however be a valuable source of information in the formation of the IAP .

This is not dissimilar to the concept of local knowledge that is sought by an emergency services officer when they arrive at an emergency scene.

At ERS we have developed and trained OSCs working with many clients to make sure their Crisis and Emergency Management system takes full advantage of this resource as it is vitally important to the Incident Management Task.



Craig Hynes
AFSM
General Manager



Daniel Wright and Craig Hynes were asked to present at this year's West Australian Secondary School Education Association (WASSEA conference). Attended by many Principals and Deputies, their presentation focused on the challenge the education sector faces in transitioning from traditional emergency management procedures, to achieving the necessary flexibility and adaptability in Critical Incident Management best practice. Successful crisis management is based on knowing what information to collect, how to organise it and how to use it. As such, it was discussed that having just the minimum incident management procedures in place, may be leaving the organisation exposed. A more robust, adaptive approach to Critical Incident Management is a good start to building the responsiveness and resilience needed in an increasingly difficult operating environment.

WA's public education sector currently relies on the Department of Education to provide direction through

policies and guidelines. Whilst the Department's manual for Critical Incident Management is robust and comprehensive, the responsibility for its implementation lies solely with the school principal. As such, it is easy for principals to adopt the plan and assume all responsibilities within it without reorganising the opportunity for effective delegation.

An AIIMS-aligned Critical Incident Management Team (CIMT) structure was presented to the group and was met with a very positive response. Craig and Dan commenced the presentation with a scenario based workshop where participants were able to exercise their current Critical Incident Management Plans (CIMP).

With a detailed discussion on CIMT structure, roles and responsibilities, the participants were then asked to implement their new CIMP against this backdrop and with another scenario. Efficiencies were quickly recognizable and all participants left with immediate improvements to their existing CIMPs.

CRISIS MANAGEMENT IN THE EDUCATION SECTOR

During an incident:

1. Do you know when to activate your Critical Incident Management Team?
2. Do you know your priority actions?
3. What is the worst case scenario?
4. Who are the top three priority stake-holders that you need to communicate with?



Fernandes, Clarence

What's your background (previous work and qualifications)?

I have been in the security and risk management field for around 7 years. During which I have spent a significant amount of time within the mining and offshore processing facilities in both emergency and

security roles. Prior to joining Executive Risk Solutions (ERS), I completed my last role carrying out duties in an armed security capacity. During this period I was also establishing my skills and qualification within the intelligence and security domain, having since graduated with a bachelors degree in counter-terrorism, security and intelligence.

What's your current position?

Since being employed with ERS as of October 2014, I have conducted security and risk assessment roles across different sites within the Perth metropolitan area.

How long have you been in this position for?

I have been in this role for a year.

Can you give me a brief overview of what it is you do in your work?

The main function is to provide security and conduct on-going risk evaluation for the client. Some of the engagements require well thought of analysis techniques, which is then implemented to suit each assessment. Information acquired has to be consistent and its credibility assessed, this requires me to draw on a number of skills. These reports are then submitted to the manager who disseminates and acts upon the information as required. Most of what we try and achieve is a proactive means of being forewarned,

EMPLOYEE SPOTLIGHT

this allows us to be better prepared ourselves in this ever-evolving threat environment.

What would you say most motivates you to do what you do?

The ability to improve and apply skills collaboratively with the prospects of achieving something positive and knowing you were part of it, without the front and centre recognition. Acknowledging the contribution influences the growing recognition of ERS and the future success of the organisation is a motivating factor in itself.

What do you find most challenging about your work?

The ability to find that median balance to ensure both avenues are satisfied is always a challenge in a work environment. We are all humans and our wants sometimes seem to surpass our needs. Despite the odds it's been good so far.

What has surprised you most about working with ERS?

The standard and level of service so far has seen a lot of positivity. Having worked on several projects in the past, maintaining client relationship is vital. ERS seems to utilise every opportunity provided to keep their clients happy.

What do you wish other people knew about ERS?

There is a genuine requirement amid ongoing security risks for organisations and governments to utilise and work with ERS to identify and deliver potential services. This in return could see value being added to the success and business continuity of the client.

What's your biggest achievement (personal and/or professional)?

The most difficult of accomplishments come with perseverance and a drive to endeavour for better results. Working a full-time job, whilst attending fulltime university was by far the most toughest and daunting experience. However, overcoming this and seeing the fruits of my hard work, my university degree has been the biggest accomplishment and I owe every bit of thanks to my supportive fiancée

Do you have any hobbies or special interests?

I try and squeeze gym time, where possible. I also enjoy fishing

NOVEMBER NEWSLETTER



THE FIRST RESPONDER

**We are the first call you make in a crisis.
We are the boots on the ground, the hands on the deck.
From natural disasters, to major incidents, we bring
strategy, equipment and manpower to respond to any
emergency.**



CONTACT US:

ERS Perth Office

PO Box 559, Melville 6956 WA Australia P: +61 (0)8 6165 3333

E: info@executiverisksolutions.com.au



CONNECT WITH US:

www.executiverisksolutions.com.au

