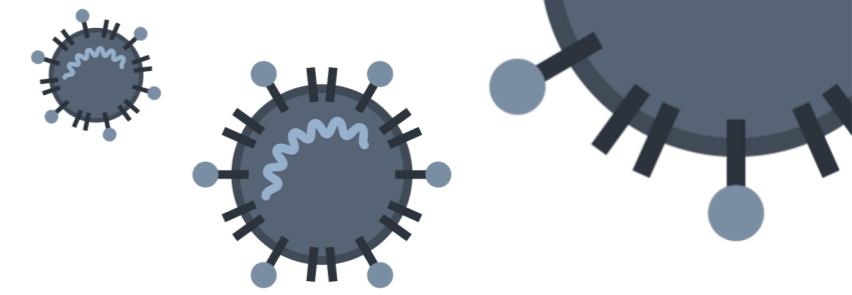


Guard force response during the COVID-19 pandemic



The following guidance is to assist site security managers in understanding how to get the best security effect from a depleted guard force and establishing resilience through the COVID-19 pandemic phases.

Many security teams are adjusting operations to work safely and protect assets during a period of significant upheaval whilst maintaining alignment with changing business objectives and operations. To do this the security team must understand what its critical operations are, then develop and implement a plan for operating at this level.

Early and sustained communication with stakeholders will be key, including your organisation's Covid-19 Task Force, HR and external stakeholders such as service providers, landlords and other tenants etc. Consideration should also be given as to how security threats may evolve throughout the crisis, and the need to adapt and review protective security measures accordingly.

Minimise the spread of infection, by:

- operating at minimum capacity
- social distancing
- reducing the number of visitors to site
- deep cleansing of workstations
- increasing remote monitoring

Guard force welfare & motivation is essential; see CPNI guidance 'Motivation within the security industry'.

Phase:

1

2

3

4

Initial response

- Identify business critical functions – what is critical to protect?
- Identify critical posts and the minimum viable number of security officers to protect the business. These may differ depending on the day of the week or time of the day.
- With a reduced guard force the control room is of primary importance and needs protecting. Special health measures may be required for these spaces to minimise contagion, such as no access to non operational staff, resilience plan for team as a whole (reserve team), cleaning working surfaces between shifts etc.
- Of those posts, identify any special health measures – PPE, transparent screens etc.

Short-mid term response

- Increase resilience in the guard force:
 - Develop methods to track health status of security guard force to assist with planning staff availability.
 - Consider use of on-call rotas and, where appropriate, reallocation across sites as demand varies.
 - Develop policies for third party support if needed – consider what roles they would fill and how to train them
- Ensure there is a consistent understanding of these new policies across the guard force.
- Review and update as situation evolves
- Consider and implement options for assuring security operations in new circumstances.

Gradual easing of lockdown

- Where possible use a phased approach to bringing people back in to the business
- Forecast what will be required from the security posture as lockdown is lifted:
 - Align standard operating procedures with interim organisational policies.
 - Learn from what other organisations have done (looking to other countries where they are ahead of UK can be useful).
- Review and refine standard operating procedures.
- Monitor and adapt to psychological impact on staff.

Return to normal

- What will the new 'normal' look like? Are security threats and risks likely to change?
 - Review risk register and understand risk appetite.
 - Develop a revised plan to account for any changes.
- Will the operating environment change?
- Will funding for security operations change?
- Will attitudes toward security within the organisation change?
- Will organisational policies change?
 - How will the changes impact security guard force?
 - How should the guard force respond to these changes?