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# Protective Security, Counter Terrorism & Crisis Communications Programme



## Counter Terrorism Programme

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Mind Over Matter Consultancy Ltd

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## Overview

Our contemporary immersive learning programmes support those working across the whole spectrum of Counter Terrorism and Protective Security both in indoor and outdoor spaces of any size or designation. The use of case studies, and scenarios reflecting real-life real-time issues and challenges provide our clients with both an interactive and immersive experience. This high pressure, dynamic approach to the security environment also develops and tests a range of key skills and competencies.



Our tutors, facilitators and associates are competent and credible with current operational international experience that underpins educational delivery. All of our courses are bespoke to fit our client base and all assessment and reporting provides competency information.

## Breadth of Provision

Our Counter Terrorism and Protective Security provision includes a range of services, bespoke to each client that are scalable and flexible to enable a proportionate response and solutions-based outcome. In the Counter Terrorism and Protective Security areas we offer the following;

- A review of safety & security structures
- Bespoke threat and vulnerability assessments
- An event 'needs analysis' that enables top down and bottom up reviews
- Advice on forthcoming Martyn's law (Duty to Plan to Protect) requirements
- Operational Review to inform Protective Security Mitigation Options
- Ensuring that Event Safety, Security & Service requirements are integrated through plans
- Testing & exercising of plans
- Qualifiable and quantifiable analyses
- Counter Terrorism Courses
- Negotiation and influence training programmes
- Immersive live and tabletop exercises
- Executive education
- Organisational culture and competency audits
- Duty of care courses

Alongside these elements of counter terrorism and protective security, we offer high level executive education. This includes programmes and support in negotiation and influence as well as working in teams, communication, problem solving and leadership in difficult situations.

Our work is provided by occupationally & operationally competent professionals well versed in both the theory and practice of counter terrorism, negotiation and security needs in a range of areas including major events in crowded space and in theatres of conflict across the world.

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# Counter Terrorism & Protective Security Module



# Counter Terrorism & Protective Security

## Overview

Counter Terrorism consideration and Protective Security of crowded space events is a key requirement for event professionals. Working to achieve integrated safety, security and service at events is an essential enabler of a successful event. Current and recent threats to events and public space areas highlight the vulnerabilities that are present and can be exploited by threat actors who seek to target events.

This short course is aimed at event professionals who are involved in the planning, management and multi-agency command of events. It will cover key concepts in International Terrorism, recent case history, ongoing threats to events and protective security planning that can minimise, manage and mitigate threats to events.

After attending the course delegates will be able to;

- Develop an awareness of current Terrorism Threats
- Be aware of current attack methodologies
- Understand a process for conducting threat and vulnerability assessments
- Apply a Safety & Security planning cycle to events to minimise, manage and mitigate risk
- Consider, apply & Practice key concepts through a realistic case study exercise

## Summary:

Title	Counter Terrorism & Protective Security
Duration	1 Day workshop
Entry Requirements	All qualifications and experience considered
Credits/Level	2 credits at SCQF Level 8 (equivalent to NQF Level 5)
Assessment	Work-based assessment

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# Negotiation & Influence Module



## Overview of the Negotiation & Influence Module

Negotiation has been a constant and often challenging dynamic in human dialogue throughout the centuries, especially when there is a collapsing time frame and competing demands. Invariably where negotiation fails this can lead to conflict and a breakdown in communications that is unproductive for all involved.

Whilst there are many models and concepts to successful negotiation, it is the application of these techniques under pressure that continues to be challenging. Introduced to the lessons learned from crisis negotiation, participants would learn to apply active listening skills prior to moving up a behavioural staircase that impacts on influence and behavioural change. In developing their negotiation skills, participants will understand the dynamics of persuasion and influence in dialogue, whilst also recognising different cultural nuances, generational and personality types and applying different negotiating approaches to de-escalate emotions and make progress in influencing and changing behaviour.

This workshop seeks for participants to firstly understand themselves, how they react in a simulated pressure environment in negotiation dialogue and once established, participants will learn the proven negotiation techniques through both theory and practical inputs and as such apply these simple techniques under simulated pressure. Participants will also have the opportunity through scenario-based training to contextualise to their own environments and benefit from expert negotiation coaching to hone their skills.



## Learning Outcomes:

- Participants will develop self-understanding of their own performance in negotiation dialogue and how that impacts on their progress towards influence.
- They will broaden their knowledge base to understand the principles of negotiation, behavioural change, dynamics of compliance and how to identify differing cultural nuances, generational and personality types and consider appropriate negotiation approaches that will facilitate progress towards influence.
- Participants will demonstrate practical application of negotiation and influence techniques through scenario-based training.

## Knowledge and Understanding:

On completion of this module the learner will have an understanding of the theory behind active listening, behavioural change, the dynamics of compliance and negotiating approaches for differing cultures, generations and personality types. Through both theoretical knowledge and practical application, participants will be able:

- To prepare and plan an effective negotiation approach for application in their workplace.
- To consider the challenge of differing cultural nuances, generational and personality types and how that will influence their negotiation approach.
- To practice their negotiation approach by utilising a scenario-based simulation prior to the application of their skills in the real world.

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# Tabletop & Immersive Learning Exercises



## Overview of the Mind Over Matter Table Top & Immersive Exercises.

Mind Over Matter (MOM) Consultancy is uniquely placed to support clients in the design, development and delivery of a range of exercises to support the planning and quality assurance of event systems and structures. The strong team of MOM associate facilitators, all of whom are experienced and skilled within specialist events and operations, deliver with high levels of competence, confidence and credibility.

Working with the client MOM will conduct a bespoke scoping exercise or training needs analysis in consultation with the client to identify exercise objectives. Building on this the team will design a dynamic exercise utilising existing plans, event schedules and contingencies. Scenarios can be tailored to cover specific themes or to enable a wide range of realistic scenarios to check and test command preparedness for events and incidents. The past experience identified below shows the high level and range of exercises already delivered to key clients.



## Table Top Exercise (TTX) options

### Traditional TTX

Delivered to groups in an identified venue by facilitators. Facilitated to groups through power-points or other visual aids following the life-cycle of an event. Such exercises can be delivered to a range of group sizes. Facilitators provide coaching and mentoring and are highly competent in focussing learning towards individuals or command groups.

### Immersive Scenario Exercises

Which test the efficacy of plans, the robustness of response and the resilience of the team. These highly charged exercises use already pre-ordained scenarios and those participating are taken through a series of incidents in real time and their skills tested to ensure that they are fit for purpose in challenging risk situations and crises.

### Hybrid Exercises

These immersive exercises provide an additional dimension and incorporate the venue or clients existing Command and Control (C2) or existing Event Control Room functionality. Such bespoke exercises enable participants to perform their role in an ECR or venue setting. The design will incorporate SOPs and contingency responses, following the life-cycle of an event the exercise covers, planning, briefing, deployment, event management and contingency response. A range of simulation can be incorporated including radio, audio, visual, phone and scripted injects to enable a realistic simulation.

### Live Play Exercises

The most complex exercises that enable the event command and control and key supervisory personnel to experience an event or incident through a scripted live play scenario. Such exercises require more planning, logistical support and resources. Highly realistic and challenging these immersive exercises are an impactful option to support in the quality assurance of events.



## Facilitators

MOM facilitators have current experience of designing and delivering national and international level TTX for major operations and events.

Recent examples include;

- International D-Day Celebrations.
- State visit of President Trump to UK
- The Royal Wedding 2018
- Wembley Stadium FA Cup Final
- O2 Arena Counter Terrorism
- Other major International Sporting Events
- London New Year's Eve Celebrations
- Battersea Park Fireworks and Formula E Events
- City of Sydney New Year's Eve Transport Tabletop
- Events for the Government of Saudi Arabia's General Entertainment Authority
- The British Olympic Head Coaches
- The British Medical Team for the 2016 Olympic and Paralympic Games

The feedback from these events is always excellent and MOM is the preferred provider for many examples within this list. Professor Chris Kemp has provided the New Year's Eve Tabletop for the last fourteen years and Pete Dalton has delivered key tabletop events in his role as Event Commander at the last three major Government sponsored visits by dignitaries to the UK. Andrew Brown, a specialist in Hostage Negotiation, is also able to provide valuable insights into the psychosocial, as well as physical, aspects of working under pressure in both live and simulated situations.

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# Independent Quality Assurance Audit



## Overview of the Independent Quality Assurance Audit

In times of stress and under difficult circumstances our best efforts to plan well enough are thwarted by a lack of time or an outside viewpoint to help with the assessment of our threats and vulnerabilities. A new service from MOM Consultancy offers a bespoke quality assurance process to support Event Management Teams and venues in developing, maintaining and reviewing all aspects of plans and contingencies. Working with you MOM will provide a flexible and scalable process that can cover the full live cycle of an event.

Services Include focusing on a range of permutations including;

- Review of Event Management Team safety & security structure
- Bespoke threat and vulnerability assessments
- An event 'needs analysis' that enables top down and bottom up reviews
- Advice on forthcoming Martyn's law (Duty to Plan to Protect) requirements
- Operational Review to inform Protective Security Mitigation Options
- Ensuring that Event Safety, Security & Service requirements are integrated through plans
- Testing & exercising of plans
- Qualifiable and quantifiable analyses

Through this process your team will have taken positive steps to review and enhance your plans, consider the requirements of 'Martyn's law' and underpin ongoing planning framework to support the organisation going forward and taken steps to futureproof your plans.

This service can include;

- Initial Conference call
- Agreement of a bespoke schedule of quality assurance
- Desk top review of plans and review
- Site visits\* (after COVID 19 Lock down)
- Deployments to events

The reviews are provided by occupationally & operationally competent professionals well versed in both the theory and practice of planning at major events in crowded space.



MOM has worked Internationally with other agencies and industry thought leaders to assess the impact of COVID 19 to events, through competence and confidence in all aspects of risk management our associates can support in preparing events for a return to a 'new normality'. This will include a review of current guidance, application to safety and security policy and impact upon the Event Management Team. Specialist support can include a review of the Event Management Plan and contingencies, particularly with regard to Social Distancing and crowd management through the lifecycle of your event.



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# Duty of Care Day Course



## Duty of Care – Testing your Culture

*“The legal obligation to safeguard others from harm while they are in your care, using your services, or exposed to your activities”.*

*Collins English Dictionary*

Now more than ever are employers and employees conscious of their ‘duty of care’ towards their fellow human beings, especially during a global pandemic where the threat is invisible but the consequences can be fatal. COVID-19 has brought sharp focus to how we work and socialise safely, but also how we use personal protective equipment in assisting those who need our help the most.

As we transition to a new normal, it would be wise to continue this practice of how we ensure duty of care towards our staff, volunteers and those who benefit from our service. But, how do we know that the policies and procedures that we have written are applied in working practices where the culture of the organisation embraces and champions this safe way of working.

Many of us have experienced organisational culture that devours strategy and policies, because of a mindset of ‘we’ve always done it this way’ and ‘it won’t happen to me’, but as we know in many circumstances such a mindset invariably leads to an incident where people are injured. Consequently, the organisation is investigated and found to be wanting in its application of policies & procedures at the ground level, usually thwarted by ‘bad culture’. There are many case studies in our history that evidence this.

The pandemic has brought about swift change and a more compassionate attitude, where we are more mindful of ourselves and others and as we emerge from this period it is important not to lose this change that is kinder to our fellow humans. As we transition back to work, to international travel, to large scale events, how do we ensure that we are compliant with our duty of care obligations?

Conducting immersive exercises that test your policies and procedures, but also shine a light onto organisational culture and leadership are an excellent way of testing your organisational processes, but also a subtle way of gauging the culture of staff towards ‘what works’ and how a collective approach to duty of care can not only enhance morale, but also productivity and leadership within the organisation.

Mind Over Matter provide a one-day Duty of Care course for organisations in the security and crowd management industries. From this course those attending will be able to:

- understand what your duty of care covers
- understand if your organisational culture works with your duty of care policies
- modify policies and practices to underpin your company
- ensure that planning provides a support mechanism which constantly tests and updates these areas.

## Other Courses & Services offered by Mind Over Matter

Mind Over Matter (MOM) is a provider of dynamic high performance programmes, creative courses, cutting edge consultancy and tailored research.

MOM are specialists in creating, developing and delivering tailored experiences, courses and consultancy that address the client's business needs and connects them to their employees, partners and customers.

MOM's innovative, creative and professional approach facilitates extensive personal development motivating and animating both internal and external customers, supported by their extensive and valued knowledge.

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### Event & Crowded Space Programme:

- Event Management
- Crowded Space
- Public Order Policing
- Rail Safety

### Executive Education Programme:

- Bespoke High Performers Programmes
- Communication
- Leadership
- Negotiation
- Talent Identification
- Decision Making
- Motivation
- Problem Solving
- Teamwork

### Consultancy Services:

- Preparation of Tender Documents
- Crowd management planning documents for major venues and crowded space
- Reviews of crowd management and safety concepts
- Increase in standing floor capacity reports
- Risk assessment documentation
- Review of major sporting event preparation
- Review of major music event preparation
- Delivery of table top exercises for major venues and events
- Expert witness reports
- Health & Safety reports
- Consultancy for major events on issues occurring during preparation
- Increase in staff deployment reports for major companies
- Crowd management plan testing

Full details of Mind Over Matter's offering can be found at  
[www.momconsultancy.com](http://www.momconsultancy.com)