



KEEPING THE SPORT OF KINGS SAFE

Royal Randwick, home to the Australian Jockey Club (AJC) is a sprawling expanse of land covering 200 acres of prime Sydney real estate. While the venue has been synonymous for over a century with horse racing, it may come as a surprise to some that it also plays host to numerous functions, exhibitions, music festivals and special events over the course of a year.

Established in 1842, the AJC is Australia's oldest thoroughbred racing club. Unsurprisingly, for many years security was not a high priority. However, in 2007 this all changed when the club embarked on a major overhaul and upgrade of its security operation and facilities. Over the past

three years the Club has established a highly skilled and experienced in-house security team, backed up by contracted private security personnel (including mounted security), police and a state of the art CCTV system.

From unruly patrons at a typical race day meeting, to young fans at music festivals, through to the mass celebrated by Pope Benedict as part of World Youth Day before an audience of over 300,000 and the 2007 outbreak of Equine Influenza, Shane and his team have (almost) seen it all.

In 2007, the Club took the decision to bring its security function in-house, with the appointment of Shane Brady as Security and Risk Manager.

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PHOTO: ANGELA MAAN



PHOTO: COURTESY: AJC

As the man tasked with revamping the Club's security operation, Shane has almost 20 years experience in the security and risk industry. He has been the driving force behind many of the innovative security measures introduced at the Club. In his previous roles he worked as a Security Manager with Westfield Ltd, a Paratrooper in the Australian Regular Army and a range of internal and external roles within organisations across Australia and Asia. He is a licensed Security Consultant and holds formal qualifications in security and risk, and occupational health and safety.

Since 2008, Shane's Assistant Security and Risk Manager has been Dennis Mitchell. Dennis brought with him to the position, over 20 years experience gained in the Australian Regular Army, including active service in Somalia and East Timor. In his role he has been instrumental in the implementation of a range of security initiatives, from Mounted Security to the development of KPIs for the Club's contract security provider.

To gain an insight into how the AJC's security function operates, *Security Insider* spent a day at the races.

SI: What is the AJC's approach / philosophy towards security – a necessary cost of business or important business enabler?

SB: A strategic, staged approach was adopted in the development of a robust Security Framework for the Australian Jockey Club (Royal Randwick & Warwick Farm).



This has enabled resource requirements and budgets to be stratified, whilst ensuring that high priority, high risk aspects of existing systems and practices are addressed with appropriate urgency to ensure the protection of assets, people and reputation. The AJC is the only thoroughbred horse racing club in Australia to have a dedicated internal security department.

SI: How has the AJCs approach to security changed over the past decade?

SB: Prior to July 2007 the AJC did not have a dedicated security department or strategy, the Club relied upon some external consultation and a contracted guard force for asset protection, events and race days. Over the past three years, a staged approach to the improvement and enhancement of the Club's security operation has been implemented (refer to a staged approach to change).



A STAGED APPROACH TO CHANGE

Stage 1: July 2007 - Recruitment of a suitably experienced and qualified Security & Risk Manager

This stage incorporated a complete assessment of the AJC's security and compliance measures. The implementation of programs to bridge identified shortfalls in incident & emergency management preparedness, procedural, physical and electronic security ensued.

In stage 1, the review included:

- Cash Related Risk Review was conducted in August 2007 for both facilities
- Physical and electronic upgrade of the Cash Storage facilities at both facilities
- Terrorist Threat Risk Assessments for both facilities were completed in August 2007
- An Evacuation Exercise was conducted in November 2007 and as a result a training needs analysis was developed
- Royal Randwick's and Warwick Farm's critical infrastructure was identified plotted and emergency shutdown procedures were developed
- Comprehensive Perimeter Audits were conducted at both facilities (completed annually)
- A training program in Armed Robbery Awareness / Survival commenced on the 1st December 2007
- An incident reporting template was developed in July 2007 and the creation of an electronic program was completed in January 2008
- Internally employed Responsible Service of Alcohol Monitors commenced on the 1st December 2007
- Contract Security Specifications and Key Performance Indicators designed and developed
- Business Continuity Plan and Alternate Operating Procedures designed and developed
- Risk Management Plan designed in June 2008
- Physical Security Gap Analysis
- Strategic Security Plan
- Emergency Response and Contingency Plan

Procedural development: Cash in Transit, Cash Delivery / Pick-up, Bomb Threat, Suspicious Mail Handling, Automated External Defibrillator, Amusement Device Approval, Lost Property, School Formal / Graduation Conditions, Lost / Found Child.

CCTV Installation Stage 1 & 2: The Place of Public Entertainment (POPE) licence required the AJC to adhere to the pre-determined room capacities within the stands. The CCTV system provides this requirement. Concurrently it provides



security prevention and other operational benefits such as crowd congestion management through people count technology. This system plays a major role in the harm minimisation requirements of the AJC by vastly improving crowd management capabilities.

Stage 2: July 2008

Recruitment of a suitably qualified and experienced Assistant Security & Risk Manager and Asset Protection Team to increase the supervision of contracted security employees.

Stage 2 inclusive of, but not limited to:

- Stage 3 & 4 of the CCTV installation
- Re-keying of the Royal Randwick facility due to the existing compromised master key systems
- Introduction of an electronic master key system and electronic storage. The implementation of these systems enables control measures (access levels, remote deactivation etc) to ensure that the system cannot be compromised.
- Installation of a duress pendant system
- Upgrade of the facilities perimeter security
- Upgrade and enhancement of the AJC RSA & Harm Minimisation Plan (inclusive of training)
- Design and introduction of a Risk Management Plan
- Developed a Occupational Health & Safety compliance process incorporating;
- Contractor inductions
- Workplace inspections
- Rectification process of identified hazards
- Risk Register
- Hazard Register
- Enhance the AJC's Incident & Emergency Management Preparedness
- Staff Training & development
- Event Emergency Management Briefs
- Emergency Services Access
- Failure to Quit Licensed Premises Procedure
- Bomb Threat
- Risk Review of Equine Pool Operations
- Design and deliver an Emergency Evacuation training program
- Kitchen Localised Critical Infrastructure Shutdown Procedures
- The design and implementation of the racing carnival and major event Security & Risk Handbooks inclusive of Risk Assessments customised to incorporate the associated threats.