



MAKING SAFETY & SECURITY A PRIORITY

In recent years global security has become a very real issue. We have seen an escalation in violence, terrorism and crime across the globe. This is often accompanied by a growing discontent from the citizens of these countries fuelling protests and a further escalation of tensions. There can be no doubt that global security is under threat like never before. There can equally be no doubt that closer to home in South Africa we are facing a very serious security threat in the form of crime and, in particular, violent crime. Whilst many theories abound, this scourge is mostly driven by underlying socio-economic and historical issues. This alarming trend is a threat to our national security and represents a very real danger to our future as a democracy.

The responsibility for security rests with every citizen. It is not a challenge that the government and law enforcement agencies can overcome alone. Without the active participation of every South African it is a challenge that we as a country might not overcome.

According to a Business Monitor International Special Report on crime, South Africa is known as a nation that specialises in car-jackings, armed robberies and murder. Annually, 40 per 100 000 South Africans are murdered. By comparison this number is just 5.5 per 100 000 in the USA.

Security in the Hospitality and Tourism Industry

The Tourism industry is widely recognised as the “new gold”. The Tourism sector is setting a fine example to industry and business in creating much needed jobs. In addition to this, Tourism revenues have eclipsed the mining industry in generating foreign revenue for South Africa.

Every South African is all too aware of how important both job creation and foreign revenue are in alleviating poverty and ensuring we have a viable economy with which to build our future.

In spite of its strategic importance little specific protection is afforded to our vulnerable industry. This is in spite of our Constitutional and King 11 Code rights of a safe environment. Reputation has far reaching consequences in our industry. Besides locally we are also in the International spotlight, and face a global loss of credibility.

Herein exists the irony. Experience has shown that safety and security go hand in hand with a successful tourism industry. While we may not suffer the consequences of a single terrorism event which has the potential to all but halt a tourism industry dead in its tracks, the same will occur with repeated and ongoing levels of violent crime. Tourism relies very heavily on perception, word of mouth advertising, positive media images and essentially repeat business. Elevated crime levels have the potential to destroy all of these vital marketing drivers.

It is commonly accepted that security is possibly the most important aspect any educated foreign traveler or tourist looks for in a destination. This has been shown through many independent surveys and audits the world over. It is these people on whom we must rely for the future sustainability of our tourism sector. Although, to us South Africans, security primarily involves crime, to most from the developed countries who live what could be regarded as “crime normal” lives, (those with the means and desire to travel here) it also involves:

- ★ General safety through compliance with safety regulations and standards
- ★ Provision of safety and support by way of medical and police services in the event of disaster
- ★ Protection from fraudulent suppliers and operators
- ★ An independent Judiciary and Free press in a healthy democracy
- ★ Political stability

Responsibility for guests and patrons safety rests with the operator

There can be no doubt that as an operator in the Hospitality and Tourism sector the guests and patrons safety must be of paramount importance. This should be, without doubt, the No. 1 priority!

Unfortunately, tourists and operators are increasingly being seen as “soft targets”, more often attacked by violent criminals. A large portion of murders and violent criminal activity can be ascribed to armed robberies committed on business. Due to the risk profile of the Tourism Sector, operators are bearing the brunt of this crime. This is borne out by various media releases, particularly by the Restaurants Association of South Africa (RASA) The South African Law places a heavy burden on business for the safety of visitors and employees. Legislation, such as The Occupational Health and Safety Act’s, primary function is the protection of employees but, by extension, applies to all visitors. The act obliges employers to identify all risks in the workplace and implement appropriate safety measures.

These measures are often non specific as the statute embraces all safety codes and authorities.

South African common law obliges operators to identify situations likely to cause harm to a Third Party. The application of this doctrine is that if a condition or situation is foreseeable and likely to cause “injury” it must be rectified. Given the elevated levels of crime most

incidents could be regarded as foreseeable. Furthermore, as guests and patrons are invited by the operator to enjoy their facilities and services, for which payment is made, there is a greater duty of care owed to them.

The King 11 report requires all falling within its ambit, to conduct Risk Management and to act both with responsibility and accountability.

The culmination of the above, places the operator in an onerous position to provide safety for their patrons. The position is exacerbated, if international patrons are involved, due their propensity to litigate and often their relatively personal high net worth.

Identification of exposure

The first step in managing exposure or risk is recognising and identifying the risk. By their very nature, hospitality operations are “soft targets” as they must remain open and extend a “welcome” to potential guests and patrons. There are, however, ways in which these risks can be better managed in favour of improved security without turning guests and patrons away.

To assess the vulnerability of industry, Deputy Commissioner Bushie Engelbrecht identified the following risk features on soft targets.

- ★ They allow easy access and egress.
- ★ They have insufficient security measures in place.
- ★ Large amounts of cash are generated in these venues especially food chain stores
- ★ Extended trading hours

Although this was aimed at Consumer Goods Industries, the Hospitality and Tourism Sectors profile is virtually identical.

Added disadvantages for the operator are the more onerous legal obligation towards the safety of patrons and a much higher exposure to loss of “reputation”.

Common areas of vulnerability

Common sense and vigilance will always be your best defence. The best method to prevent crime is to be aware of your surroundings and the people in your environment. Always be alert for suspicious persons in and around buildings and in parking areas.

Even though it may seem difficult to comprehend, every supplier to your establishment should be viewed as a potential security risk until they are “cleared” by you. This includes employees, service providers, deliverymen, authorities, repairmen, meter readers, security companies and even policemen, the list is inexhaustible. Reference checks are essential. Unfortunately, criminals are increasingly posing as guests and patrons so they also need to be screened by you. Obviously this is best done in a discreet and unobtrusive way so that

they are unaware of your screening. A few minutes invested in your safety could well last you your lifetime.

Discretion is also important. Too often knowledge of security measures are shared with the wrong parties, to the exclusion of sharing with the right parties. Hospitality enterprises are often found in “clusters”. Whilst our hospitality “neighbours” may be our fiercest rivals in business, they should be your closest allies in the fight against crime. A local community or network including your neighbours should be canvassed to assist with the local area security with regular contact in this regard.

Of the top 10 most important security threats identified by security directors of Fortune 500 companies, the first six are employee-related concerns. Inside jobs, collusion and often indirect or even unwitting participation is a reality.

Basic general security measures

Basic and general security primarily involves communication and basic access control and verification of persons entering or around the premises. This can be achieved in a number of ways.

Awareness requires active counter intelligence. For this to be effective it requires cordial relations, with staff, neighbours, police, guards and security companies, to facilitate feedback on suspicious happenings and persons in your environment. If a local Community Policing Forum is in place it may be well worth considering joining this body. Alternatively, an active working group or network should be formed to facilitate the communication and counter intelligence process in much the same way as a community policing forum would do. All participants should agree on what is acceptable behaviour and how to identify any suspicious persons or activities. Regular training and feedback should be held in this regard.

Communication is another essential aspect of basic security. Communications, within a network can be easily improved. Automated SMS can be achieved using various suppliers where bulk sms can be sent immediately when there is a high alert condition within a cluster.

A large proportion of crime involves, in some way, employees and suppliers. In many cases there is active involvement but in equally as many their involvement is unwittingly solicited by criminals. Employees are often the primary source of intelligence for would be criminals. Divulging information may be innocent “loose tongues”, or intentional and malicious reprisal.

All suppliers and service contractors should be screened by way of reliable reference checks on their work and history. Official persons such as municipal employees and policeman should be asked for identification and this checked with their superiors before allowing them access to the premises.

An excellent preventative measure is education and awareness. Employees, depending on their level of responsibility may or may not need to be aware of the full security protection at the premises. Very basic awareness, however, should include their responsibility for allowing access to suppliers and servicemen. All employees should be made aware of the need for security and trained on who may or may not enter as well as on how to obtain verification of individual's credentials.

Whenever workmen are expected the employee responsible for allowing them access should be aware of this and be responsible for them whilst on the premises.

Regarding employees themselves, it will become more and more necessary to thoroughly screen prospective employees

Although this may be difficult due to transitory nature of employment in some sectors of Hospitality the following pre- employment procedures could be considered:

- ★ Employment and reference check;
- ★ Copy of ID, with a large, clear colour photograph;
- ★ The verification of ID numbers;
- ★ A criminal record check,
- ★ A credit check ;
- ★ Qualification verification;
- ★ Driver's licence checking;
- ★ Finger prints;
- ★ Consent to polygraph testing and security checks;
- ★ Company registrar checking (to see if employees have any interests in potentially conflicting companies);
- ★ Deeds office searches and a vehicle asset identification (both valuable in comparing lifestyle with income);

Depending on the level of employee and their security level some or all of the above may be conducted. Remember to obtain the employees consent to obtain the checks. Any refusal could be interpreted appropriately and consideration should be given to the possible reasons for such refusal.

In spite of strict procedures required in staff selection, harmonious relationships should be encouraged. Through conscious effort and education and possibly even security incentive rewards employees should be your source of workplace intelligence.

Besides the security aspect, pre-employment procedures may be of benefit as they are likely to show a saving on post-dismissal legal costs. For instance the labour laws make it unlawful to dismiss an employee on discovering that an employee has a criminal record, unless the crime has a direct bearing on their position.

If resources do not enable you to thoroughly screen candidates, outsourcing may be considered. A number of suppliers exist providing various options at competitive rates. Once again, a comparatively small investment at this stage may provide untold value in safety for you and your guests.

Implementation of the above measures should go a long way in preventing potential criminal activity in your environment. Unfortunately, criminals are becoming increasingly coordinated and some specific types of crime require more specific and robust preventative measures. We will deal with the most common types affecting Hospitality and Tourism operators today.

Security services and armed response suppliers

A number of different security companies are available. These must first and foremost be seen as suppliers. It must be noted that any security service should be sourced from a reputable, credible and specialist security company and that the correct security training is essential. Service delivery differs substantially from company to company and even region to region.

Security services include permanent or temporary guarding, perimeter patrolling, space clearing, open and lock up support, armed response, medical response and the like. The decision to use these services must be balanced with the need for guests' safety and when armed guards or armed response services are used their training and professionalism must be verified.

Communication is essential for these services to be effective and this can be achieved through the use of two way radios and mobile phones. The SA Intruder Detection Services Association (SAIDSA) is the governing body responsible for controlling the industry. Members to this body subscribe to the rules of association and abide by a specific code of conduct.

All independent, or private, security guards or guarding suppliers are required to be registered in accordance with the Private Security Industry Regulatory Act (PSIRA). Using accredited members with the necessary reference checks is advisable.

Armed Robbery

Armed robbery is seldom an opportunistic act. These are arguably the worst type of crime when it comes to the potential for escalation to violence. Robberies are usually well planned and co-ordinated by gangs of criminals using intelligence gathered from sophisticated surveillance techniques. These gangs are usually, organised, well trained and heavily armed. They target not only the operator but the guests and patrons simultaneously.

Logically, counter-intelligence and counter surveillance together with a number of ancillary measures help prevent this type of criminal activity.

A number of measures may be implemented to protect against possible attacks. These include:

- ★ Security Lighting:
 - Acts as a deterrent illuminating possible hidden areas aiding early detection of suspicious or criminal activity;
 - Combined with active security, prevents surprise attacks;
 - Prevents reconnaissance preparations by illuminating secluded darkened areas surrounding the premises;
 - Enhances the effect of any space surveillance systems and installations
- ★ Security Guards:(including parking attendants)
 - Responsible for access control to the premises;
 - Acts as a deterrent to attacks;
 - Reports and reacts to suspicious activity and calls for appropriate response back up when available;
 - Adds additional support during opening, closing and money collection times;
 - Patrols the premises and perimeter as well as parking areas;
- ★ Access control:
 - Access to the premises should be controlled as far as possible whilst still being inviting to guests;
 - Access control can be subtle and unobtrusive by using plain clothed guards;
 - Approach and Parking areas should be well lit with adequate security lighting;
 - Parking areas should be secured with physical protections where practical;
 - Parking attendants or automated boom gates with or without road spikes may be used to control access;
 - An additional deterrent such as CCTV could be used for vulnerable and approach areas
- ★ Space Surveillance:
 - Motion sensors such as infra red beams around the premises assist with early detection of an attack;
 - CCTV, now very affordable, can act as a deterrent and also assist in early detection;
 - A manned control panel can automatically raise the alarm and call for back up when necessary;
 - Recording systems can assist the police service in investigations by identifying criminals and modus operandi
- ★ Response services:
 - An armed back up response is highly advisable in preventing and managing such attacks;
 - These can be alerted via sms alert, portable or fixed panic buttons or other method of communication;
 - The transmitters should be easily reached but hidden from intruders;
 - Transmitters should be located in safes and cold rooms or other areas where robbers may lock their victims away.

Vehicle Hijack

Although this can occur everywhere and guests and patrons should be cautioned away from any known danger areas the most vulnerable point relative to the operators premises is at the entrance or exit from the premises and parking areas. In some cases it may occur inside the parking area or in the roadway outside the parking area. This usually occurs when the vehicle is waiting for gates or booms to opens or close as they enter or leave.

Statistics reveal that as many as 51% of all hijackings occur in these circumstances. This is another form of armed robbery and should be considered in much the same way. A couple of specific deterrents may be employed at the vulnerable areas.

Most of these are listed above and need not be repeated in detail here:

- ★ Visibility:
 - Ensure entrance and exit areas are clear of foliage, bushes and other distractions;
 - Remove or block or light any potential hiding areas
- ★ Security Lighting
- ★ Access control to parking areas
- ★ Space surveillance at entrances and exits

What to do in the event of a violent crime (armed robbery or vehicle hijacking)

As criminals become more organised, brave or desperate you may, despite all precautions having been taken, be confronted. Under such circumstances your safety and that of your guests must come first.

As with most confrontations of this nature there is always a threat of violence and your safety and your guests' safety must always be considered as an absolute priority. Possessions and assets can be replaced and this is exactly why adequate and correctly placed insurance is essential to any operator today.

Although it is often easier said than done as one never knows how one would react until any given situation actually takes place, the following tips should help minimise the possibility of violence:

- ★ be non confrontational and follow any orders you are given
- ★ be as calm as possible – try not scream or panic
- ★ speak slowly and clearly without raising your voice
- ★ explain your actions if you need to reach for keys or unbuckle seatbelts
- ★ avoid any sudden movements which may be construed as reaching for a weapon
- ★ avoid eye contact with robbers
- ★ do not set off audible alarms - off site alarms should only be activated if it can be undetected
- ★ be aware that the robbers may have planted accomplices amongst your patrons
- ★ allow sufficient time for robbers to make their getaway- an ambush could be set up outside

If you are able to make discreet observations the following may assist the SA Police Services with their investigations:

- ★ any personal features or attributes such as facial features, height, build, clothing, weapons and abnormalities.
- ★ names and any rankings of the gang members
- ★ number of robbers
- ★ languages spoken by the robbers
- ★ discarded cigarettes, body fluids and possible finger print sites
- ★ details of any getaway vehicles such as registrations, colour, make, model and distinctive features
- ★ conspicuous behaviour of any staff members before, during or after the event
- ★ Post event management of the crime scene should be pre planned. Every crime scene has its own unique dynamics, however below is a typical list of priorities following an armed robbery:
 - ★ Calling for medical assistance and caring of any injured persons
 - ★ Reporting the incident to the SA Police Services
 - ★ Securing the Crime Scene, Protect evidence from contamination
 - ★ Do Not handle evidence
 - ★ Noting down observations taken during the incident
 - ★ Controlling access the Crime Scene
 - ★ Handover of the Crime Scene to the SAPS
 - ★ Being available for the debriefing

Burglary & Theft

This type of crime is usually of the less violent variety covered under armed robbery. These typically take place when detection is unlikely. Confrontation is therefore often avoided but this should not be interpreted that intruders will not react violently if detected or surprised. Although opportunist incidences are on the rise, particularly when these involve theft from the grounds, most are planned and premeditated.

A number of deterrents and preventative measures can assist in preventing or limiting losses to such activities. These usually aim to make any neighbouring property easier and quicker to access, enter and depart than your own. The perceived “easier” target will almost always be chosen over the more secure target. This is, however, not the case when specific items are being targeted.

- ★ Physical Protections:
 - The obvious need of quality physical protections goes without saying.
 - Burglar bars should be of high quality, generally internal bars are preferable.
 - Locks should be bolt-cutter resistant or be placed behind baffle plates.
 - Strict control should be exercised over key management.
- ★ Closing down procedures:
 - (Activating alarms, switching on security lighting, checking on locks etc) should be practiced.

★ Intruder detection alarms:

- Look beyond the “off the shelf” products. There are good value- for-money enhancements available (e.g. silent panic buttons in possible detainment areas [e.g. walk in freezers], access / exit monitoring via PIN, low battery warnings, smoke detection, refrigeration failure)

★ Guards:

- Ideally they should be provided from PSIR registered security companies. There can be synergy in sharing guards within a Hospitality “cluster”.
- Appropriate communications to summons armed response is crucial. It is also advisable for larger, more spread out premises to install security checkpoints ensuring patrolling is carried out correctly.
- Unfortunately, theft by guests is also becoming more common with various items of increasing value being stolen from operators. Little but vigilance and subtle controls can be done to prevent this type of theft.
- You should always be aware of the contractual requirements and the limitations to your theft cover on your insurance policy. These typically relate to the intruder alarm system or physical protections at the premises.

Money

This is often the most commonly sought item due to its intrinsic value and the ease with which the “bounty” can be disposed of.

A cash free environment would probably be ideal as this would reduce the number of robberies and transit heists significantly. This, if possible, is still a long way off leaving any business which generates a lot of cash revenue a natural target for robbery. Improved portable point of sale systems and reduced transaction costs would go a long way toward introducing a cash free operation.

Careful appraisal of the risks associated with cash holding and transit should be undertaken. Special protections and cash security measures can be adopted to protect the cash the business generates. Cash management should focus on reducing accumulation of money in favour of a regular flow system.

All cash points should be swept and cleared as regularly as possible and more appropriate holding devices used.

A number of specific safes and receptacles are available for purchase or hire depending on the volumes of cash generated. Generally these are graded by the SA National bureau for Standards based on the amount of cash they are designed to hold in conjunction with the level of impenetrability of the device. This is based on the force which the particular device can withhold and the period of time it would take to penetrate the device itself.

Banking should be done as regularly as possible when undertaken by management. This should be entrusted to a specific individual/s and done so discreetly at irregular times and using alternative routes.

Serious consideration should be given to using Cash in Transit services which carry at their own risk. In such cases it may be advantageous to use a drop safe system where the keys to the safes are not held on the premises. Appropriate signage in this regard may dissuade criminals from targeting the premises. The security company may employ numerous cash dye or marking devices to prevent the use of stolen money.

You should always be aware of the contractual requirements and the limitations to your money cover on your insurance policy. These typically relate to the safes required based on the limit of cover selected, the banking procedures and the amount of money taken home by directors or employees.

Fidelity & Pilfering

This relates directly to theft and fraud perpetrated by employees. This is usually more of an exposure to operations handling significant volumes of cash and stock although “white collar” fraud is on the rise.

Needless to say, strict staff selection is critical. We draw your attention to our comments in previous paragraphs. Observation of employee’s life style changes can often be an indicator of a fidelity risk. Appropriate checks and balances must be incorporated into security control systems and frequent cash and stock reconciliations are advisable. CCTV may also be of assistance in controlling theft and pilferage from warehouse or stock holding areas.

Bilking & credit card fraud

This type of crime is definitely on the rise in South Africa. Whilst credit card fraud is becoming prevalent across all industries, bilking is particular to the Hospitality and Tourism sector. This activity is also on the rise. Bilking relates to guests or patrons absconding without paying their bill.

A couple of preventative and deterrent measures may be implemented to minimise this risk.

These include:

- ★ Booking and payment systems:
 - A standardised and recorded booking and payment system requiring deposits on all accommodation and reservation bookings will help minimise the potential for losses in this category. Strict application and control needs to be enforced.
 - This will also facilitate for the guests details to be recorded and verified using one of the recommended measures mentioned below.
- ★ Guest Registers:

Section 40 of the Immigration Amendment Act requires providers of accommodation to maintain a register reflecting:

- Full names;
- ID / passport numbers;
- Residential status;
- Signature;

In addition it would make sense to include additional information such as vehicle registration numbers and next of kin. Further retaining a copy of an ID document, passport or drivers licence can prove a valuable aid.

This should act as deterrent, point of reference check or assist with information sharing within the sector or area as well as with criminal investigations.

★ Credit card verification:

This can usually be obtained from a variety of alternative suppliers where real time verification services of cheques and credit cards can be supplied

★ Point of Sale booking systems:

These can assist by allowing for on site debit payments as well as providing automatic links to verification services on credit card details and cheque or debit card fund availability

★ Professional claimants

A proliferation of this crime can be expected with the anticipated increase in tourist volumes. Professional claimants are predominantly habitual in nature and often seek to not only recover their travel costs but also profit from the unwitting operator. There is strict liability imposed on the part of “Inn Keepers” at common law. This applies to the guests’ property, originates from the Roman Dutch and English law and extends to all paying guests in the industry. Naturally the circumstances have changed significantly since this strict principle was developed at law and liability may exist where the operator is not negligent in any way. Furthermore, not all of liability is insurable. It therefore makes sense to contract out of liability to obtain contractual protection where negligence cannot be established. Again the guest register can be a convenient vehicle, by incorporating a clear and unequivocal disclaimer.

Conclusions

Although the primary responsibility for safety and security rests with the SA Police Services, this does not absolve operators from their moral and legal obligation of providing a safe environment for their guests, patrons and employees. Whilst all lives are equally important there is dire economic ramification in the loss of life of tourists.

In the micro perspective it is incumbent on operators to prepare themselves as targets of armed robbery. Although this may deflect crime elsewhere, with local network co-operation his should be shifted to areas remote enough not to impact on your reputation. All crime should be reported to assist in police resource allocation.

Taking a wider perspective, a stick and carrot approach should be taken in regards to SA Police Services. In cases of under delivery, complaints should be vigorously escalated and the print media may be of assistance when absolutely necessary. In cases of negligence, legal proceedings should be considered with legal fees being funded by forums and industry related bodies or associations.

On a more constructive note – support can be given to reservist recruitment, CPF's (Community Policing Forums) and Sector policing. Consider subscribing to Business Against Crime initiatives such as Support Programme for Police Stations (SPPS) and Industry Alignment Forum (defining common threats, to overcome these jointly as a Forum by focusing resources and achieving greater synergies between the many initiatives and best practices of each Forum member.

In addition to armed robbery, the above risk reduction interventions will reduce the potential against non violent crimes facing the Hospitality Industry.

Disclaimer

This booklet is designed to provide a basic framework for guidance on security by identifying the most common areas of criminal activity and crime related exposures. The measures identified herein may apply only to the extent as based on the individual need for such, specific to each individual operation whether it be a Bed & Breakfast, Guesthouse, Lodge, Hotel or Restaurant.

Certain preventative measures are considered but it must be stressed that these can in no way be construed as definitive or conclusive. No guarantee whatsoever is made or implied as to their efficacy.

These must be considered selectively and only applied based on the operators individual assessment of their own risk related circumstances.

Safety must always come first and particularly guests' safety should always be paramount in an industry catering to tourists, guests and patrons.

Finally, although insurance cover may be purchased, the responsibility to prevent and minimise loss is the direct obligation of the insured operator.

References & Sources

For commentary on crime statistics visit

- ★ www.iss.co.za or crimexpouthafrica.com
- ★ Restaurants Association of South Africa (RASA) www.rasa.co.za
- ★ OHSACT available from www.acts.co.za
- ★ CGCSA - full text of Bushie Engelbrecht address to the consumer goods council available at www.ecr.co.za
- ★ Some Chambers of Commerce provide a service, in Johannesburg

- ★ For more information please contact Charmain Hawtrey charmain@jcci.co.za or (011) 726 5300.
- ★ Automated SMS can be achieved using eblockwatch (www.eblockwatch.co.za) or organisations such as Conserv Security, (www.conservsecurity.com) – SMS are sent in bulk when there is a high alert condition within a cluster.
- ★ www.securitysa.co.za
- ★ The obvious need of quality physical protections goes without saying. Useful security tips can be accessed on www.maxidor.co.za
- ★ Credit Card Fraud can be accessed on The S.A. Banks Risk information web site www.sabric.co.za www.bac.co.za

Acknowledgements

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