

SMi Training Presents...

Protecting Critical National Infrastructure

Creating CM Capabilities for 21st Century Challenges

9th July 2013, Central London

Hosted By: David Rubens, MD of David Rubens Associates

Overview:

The concepts used to describe **Protecting Critical National Infrastructure** have changed radically since they were first articulated in President Clinton's Commission on Critical Infrastructure Protection in 1997. Although PCNI was initially seen in terms of protecting facilities and operations from terrorist attack (and that still remains a significant factor in PCNI thinking), it has since then become clear that PCNI is much more complex than merely defending facilities based on traditional security management models.

The highly inter-connected and interdependent nature of tightly-bounded CNI operations means that a disruption in service to any part of the national system (and in many cases, the global system, for example, cyber communication), has a high-likelihood of triggering rapidly escalating and rapidly cascading effects, increasing both the impact of any failure in service but also transferring the consequences of those failures across the system.

From a **crisis management** perspective, the specific reasons for the initial triggering of a systems failure is less important than the necessity of consequence management following any failure, whatever its initial cause might be.

Given the increasing fragmentation of the CNI landscape, the commercial pressures associated with privatisation and cost-cutting savings, the aging of the CN infrastructure and the associated degradation of security and general services, as well as the ever more urgent need for invasive maintenance merely to maintain minimal functional capability, all combined with increased technological sophistication and complexity that increasingly leaves the management of CNI to fully-autonomous automated programmes, means that the issues of effective management of CNI and the ability to respond to non-normal situations speedily and effectively is at the forefront of crisis management thinking across the commercial and government PCNI sectors.

This seminar will allow those practitioners with specialist interest in and knowledge of **PCNI issues** to share information, and to benefit from a critical look at some of the cutting-edge issues in modern **PCNI policy and management**.



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MC313



FULL DAY PROGRAMME

09.00- 09.30

Coffee / Introductions

09.30 -11.00

Setting The Scene: The Risk Environment for CNI

As with any risk management programme, the initial stage of the risk assessment process is to identify those assets and operations that fall within the remit of the risk management framework. The 2005 US Congressional Report into 'Risk Management and Critical Infrastructure Protection' listed 80,000 assets that came under PCNI framework, though with little idea of how that list had been created, what were the criteria for inclusion, or how complete and accurate it was. The 2009 ICE 'State of the Nation' Report cited climate control as the main threat for CNI, though terrorism was also given a prominent mention, as does the lack of strategic management and the failure to invest in maintenance. The truth is that there is little integrated understanding of what exactly the CNI landscape consists of, how it is connected, and what the threat implications are from a network management perspective rather than an individual case-by-case management and response perspective. The first session will examine the issues around developing an inclusive model of PCNI that will allow a methodologically-valid discussion to take place, equally relevant to all stake-holders, whatever their role in the sector.

11.00 - 11.20

Coffee Break

11.30 - 13.00

Current CNI Management Methodologies: Complexity, Interdependence, Automation + Fragmentation, Privatisation, Short-Term Commercialisation

Despite the critical importance of CNI to the smooth running of the country - and to the safety, comfort and well-being of the general population - there is little acknowledgement of the consequences of service failure in any part of the system - a fact reflected in the lack of an overarching fully-integrated CNI management system. Whether it is flooding, the effects of minimal snow-fall, the increasing occurrence of bank IT systems or the degradation of power generation systems that are being run long past their predicted operational life, the responsibility for individual components of the CNI system is being delegated to increasingly fragmented, and unregulated, commercial entities. This has

clear significance for any discussion concerning both the short-term management and long-term strategic development of the CNI network, and has immediate impact on any discussion concerning the management of system failures.

13.00 - 14.00

Networking Lunch

14.00 - 15.30

Crisis and Decision-Making: The Human Factor

The understanding of decision-making within the CNI system is usually based on the concepts of High Reliability Organisations described by Charles Perrow's seminal 1984 work 'Normal Accidents: Living with High Risk Technology'. Given the potentially catastrophic effects of even minor systems failures, the objective of High Reliability Theory (HRT) is the creation of operation management programmes that are fail-safe ('Systems that are not only foolproof, but damned foolproof'). It has generally been accepted that the highly interdependent and tightly-bounded nature of High Reliability Organisations within the CNI precludes the possibility of innovative and creative solutions to potential or actual problems. However, it has become increasingly clear that it is precisely the ability of self-asserting operators dealing with the immediate realities of emerging problems to create innovative solutions using their experience and improvisational abilities that is critical in almost every crisis. This session look at the issues of crisis management and decision-making within CNI organisations, and the implications for systems management and training at every level of the network.

15.30 - 16.00

Afternoon Tea

16.00-17.00

Open Discussion

It is expected that all participants in this event will bring their own skills, experiences and insights to the table, and that there will be real value in sharing those experiences in a round-table discussion with other like-minded practitioners. Although the whole day will be run in an open and fully inter-active way, the last session will create a space where the participants can share their ideas, as well as identify significant points for future investigation.

Why you should attend:

This one-day seminar offers an opportunity to share top-level practitioner insight as well as cutting-edge academic research into all aspects of crisis management and strategic planning as it relates to Protecting Critical National Infrastructure. Coming from a systems-management and network-centric approach, the material within the programme reflects the need to approach issues of PCNI from a wider and higher perspective than merely protecting and maintaining individual components on a case-by-case basis. All material is designed to give participants a deeper understanding of PCNI that will be immediately applicable to their own working environment.

Who should attend:

- Senior managers responsible for any aspect of PCNI or working with agencies involved in CNI.
- Policy-makers responsible for managing CNI within their own jurisdictions
- Strategists, Crisis Management specialists, academics and others who are engaged with, and can make a contribution to, this issues covered in this event.



Your Masterclass Leader:

David Rubens, MD of David Rubens Associates, has been involved in various aspects of the security industry since he was Team Leader on the Israeli Embassy security team in Munich, Germany in 1981. He holds an MSc in Security and Risk Management from Leicester University, where he is currently a Visiting Lecturer and Dissertation Supervisor on their Security, Terrorism and Policing programme. He was a Visiting Lecturer (2009-'10), on the Strategic Leadership Programme at the Security and Resilience Department, Cranfield University, UK Defence Academy, focusing on terrorism and public policy, and the management of large-scale, complex multi-agency programmes. He is currently on the Professional Doctorate programme at Portsmouth University Department of Criminology & Justice, where his Doctorate research involves developing models of strategic management at the extremes of organisational complexity, looking at issues of capability development, decision-making and multi-agency interoperability in highly-unstable situations such as natural disasters, corporate failures and government-level crisis management scenarios.

David's extensive background in operational management, global corporate consultancy and high-level academic research allows him to bring a holistic understanding of the issues facing Risk and Security Managers in the 21st century, as well as the ability to put that information across in an immediately accessible manner. He has written research papers and reports on all aspects of security management, from national-level Security Sector Restructuring through to post-disaster analysis for government agencies in Japan, Russia, Dubai, Nigeria, Liberia and the UK. He is in high demand at international security events, where he is well known for the energy he brings to his presentations. He has given presentations to major conferences in London, New York, Tokyo and Moscow.

About David Rubens Associates

David Rubens Associates is a specialist corporate security consultancy offering strategic security services to individuals and organisations across the world. DRA has worked with government agencies, NGO's, international conglomerates and major global events, and brings a mixture of strategic vision, operational experience and academic research to all of its projects, however large or small.

PROTECTING CRITICAL NATIONAL INFRASTRUCTURE

11th July 2013, Central London

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