

# Managing Security and Business Functions - Resilience

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## Notification

- This presentation contains no information relating to the current and future performance of Santos Ltd. Any queries relating to Santos should be directed to Santos Communications.
- The material and opinions stated in this presentation are personal.

## Attribution

- Recognise the work of:
  - Rachel Briggs
  - Charlie Edwards
- The Business of Resilience – Corporate Security for the 21<sup>st</sup> Century (Demos, London 2006)

## Scope

- Key challenges
- Observations
- Delivering security outcomes
- Key elements for success

## Key Challenges

- Keeping pace with changing business environment
- Complexity of security environment
- Too much emphasis on senior management
- Skills sets and capability
- Timing

## Positives

- Greater Understanding of interdependencies between risk and business imperatives
- Improved awareness of importance of security
- Increased visibility
- Greater organisational involvement

## Observations

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- Management of Perceptions
- 'Corporate Governance'- key principal for corporate security in 21<sup>st</sup> Century
- Change of title – Resilience ?
- Awareness of Organisational Culture
- Reputation is paramount

## Elements for Success

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- Understand security is achieved through all employees
- Limitations to Command and Control Approaches
- Role is to help company manage risks
- Embrace and contribute to key business concerns
- Distinctions between strategic and operational security management
- Abandon old assumptions about power and influence

## Delivering Security Outcomes

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To provide a positive and tangible influence on organisations, security needs to:

- Achieve clear and close alignment with project/task/group management processes
- Position itself with group level discussions relating to corporate governance
- Abandon 'fortress security' approaches

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# QUESTIONS