

Jakeman Business Solutions Statement of Capability

Managing Risk: Maximising Opportunity



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SUMMARY

Jakeman Business Solutions Pty Ltd is a wholly-owned subsidiary of The Citadel Group Limited (CGL), a leading professional and managed services provider with over 200 staff nationwide and a \$40m annual turnover.

CGL is a family of companies sharing a common commitment to delivering high quality products and services. Together, CGL provides end-to-end professional and managed services solutions, including executive search, recruitment, placement, performance management, accredited training, contracting, management consulting, outsourced solutions delivery, secure video conferencing and career transition management:

CGL has a core group of staff members and a network of close alliance arrangements with reputable companies. We are governed by a Board of Directors experienced in the Public and Private Sector.



Jakeman Business Solutions (JBS) along with our sister companies within the Citadel Group are able to offer a comprehensive range of services covering:

- Security and Risk Management consultancy;
- Programme and Project Management;
- Contract Management;

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- Training;
- Recruitment;
- Managed video conferencing services.

Jakeman Business Solutions

Jakeman Business Solutions Pty Ltd (JBS) is a specialist business strategy and management company providing services in:

- Management consulting;
- Risk management;
- Security strategy development;
- Security infrastructure definition and implementation;
- Security reviews and audit;
- Business continuity management.

Our aim is to address client issues by providing specialist business strategy and management consulting advice. JBS works is underpinned by a number of core business values:

- Behaving with integrity
- Valuing and trusting our people and
- Respecting our communities

ServicePoint

ServicePoint is a specialist provider of visual communication and collaboration solutions to corporate and government businesses in the Asia Pacific Region. Core offerings include:

- videoconferencing, integrated with the latest innovations in video messaging and multimedia communications;
- webcast,
- video-mail,
- video on demand and
- interactive collaborative tools

Frontier Recruitment

Frontier Recruitment is a recruitment company specialising in professional, permanent, and contract recruitment for government and the private sector covering ICT, Finance & Accountancy, Defence and National Security, Administration, Property and Construction recruitment. In addition, Frontier Recruitment provides professional ICT consultancy services and HR consulting services.

Gibsons JBS

Gibsons JBS is a specialist business strategy and management company whose purpose is to solve client problems:

- through professional insight and practical solutions;
- by delivering results not just reports; through our exceptional staff;

Our company has developed an enviable reputation in the areas of

- commerce,
- government and
- technology.

Our structure provides us with a strong and stable base. It also allows us to guarantee that we will find the specialist you require to meet your needs. In short, Gibsons JBS helps realise results through professional insight and practical solutions.

Australian Business Academy

Australian Business Academy (ABA) is the embedded Learning and Development organisation within Jakeman Business Solutions. ABA as part of Jakeman Business Solutions (JBS) and the Citadel Group Limited (CGL) group of companies is a well established education and training organisation offering nationally accredited courses. Since establishment in 1996 we have delivered education and training to over 2,500 students. We were awarded ACT Small RTO of the Year in 2008 and has been selected as a finalist on 6 occasions. Today we offer 27 courses across 3 campuses in Canberra and Sydney (North Sydney and Parramatta).

ABA is a premium Australian education and training provider delivering excellence in nationally recognised and accredited courses to meet the career and professional development needs of our clients. As part of JBS we have been successful in delivery of consultancy and training services in a range of Commonwealth Agencies and Private sector organisations. Our learning and education courses are delivered to nationally accredited Certificate, Diploma or Advanced Diploma level. Modules from these courses will be adapted to meet ASIC requirements.

1. ABOUT JAKEMAN BUSINESS SOLUTIONS

JBS specialises in business strategy and risk management providing services to clients that are:

- Results oriented;
- Delivered by experienced consultants;
- Provide lasting benefit.

JBS has a core group of 20 staff and a network of close alliance arrangements with reputable companies. This structure provides us with a strong and stable base allowing our team to provide intimate support, along with the capacity to manage large-scale, longer-term projects.

JBS has a head office in Canberra with consultants also based in Melbourne and in Brisbane. The breadth of experience offered by JBS ensures that the most appropriate consultant will be provided to meet the client's requirements.

JBS has an impressive history of delivering high quality solutions to clients from both the private and public sectors. Our highly experienced consultants work closely with clients to define the problem, provide suitable and timely solutions and then assist with implementation. Our consulting expertise crosses many industry sectors and can be grouped in line with our corporate values:

Delivering results; creating value

JBS delivers value to our clients through innovative solutions, services and products.

1.1. Objectives

JBS's objectives are to ensure a structured approach is taken to defining and managing a client's corporate infrastructure, leading to the ability to demonstrate compliance with recognised international standards and legislation. We believe this leads to improved market confidence and business performance.

"Organisations recognising security as an enabling force and not merely as a deterrent against external threats gain a competitive advantage in today's highly competitive market place."

Having extensive experience in both the public and private sector, JBS consultants can offer comprehensive guidance on governance issues facing most organisations worldwide. JBS takes great pride in ensuring all projects are undertaken with a high focus on the quality of the work and effectiveness of any recommendations.

The Issues

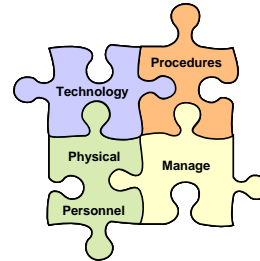
- Increasing impact of legislation and regulation

- Greater need to demonstrate compliance with security and safety practices
- The need to reduce costs and improve system integration and efficiency
- Greater diversity in the operational environment – national and international
- Closer integration with partners
- An increasingly hostile environment (Internet, activists, terrorism...)
- Increasing threat of competition
- Increasingly complex processes and supply chain management
- The need to proactively manage safety and security of key assets (people, property and product)

To meet the challenge industry must first understand the risks they are facing

Our Approach

JBS consultants ensure a structured approach is taken to defining and managing a corporate security infrastructure. All consultants are specialists in security and risk management with extensive experience in the design and management of corporate infrastructures. JBS maintains a close relationship with educational establishments and standards bodies ensuring that methodologies and solutions incorporate currently recognised best practice and comply with applicable standards.



Key to the provision of robust corporate infrastructures and business processes is the assurance that the organisation is resilient to emerging threats and greater exposures. Defining a secure infrastructure is no longer just a matter of installing security products and assuming they will work, To be effective, the risks must be understood and the operational security controls appropriate:-

- **Is it comprehensive?**
Are the control objectives based on a full understanding of the threats, exposures and impacts on the business process?
- **Is it robust?**
Has the security infrastructure been correctly implemented? This must consider all aspects including policies, technology, procedures personnel and security management.

- **Is it dynamic?**

A properly implemented security infrastructure will only be effective if it is maintained and responsive to the changes in its environment. This will ensure the business can maintain its ability to operate as the threats, the operational environment and business processes change.

JBS has a comprehensive portfolio of services designed to address each of these questions.

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2. CAPABILITIES

JBS staff and associates are all highly experienced professionals in their fields. Through our extensive network and relationship with other organisations JBS have established a reputation as leaders in the field. This has been reflected in the publications and work methodologies.

2.1. Services

JBS are able to offer a diverse range of services in Security and Risk Management. In addition to the specific projects outlined below JBS consultants have been active in providing consultancy services in Information Co-ordination, defining Policies and Security Programmes. As a Registered Training Organisation, JBS is also able to deliver accredited training courses.

JBS services cover a number of areas from understanding core business functions and structures through to improvement in management and compliance activities. These services are outlined below.

Business Strategy	Portfolio Reviews & Repositioning	Business Process Improvement
Organisational Design	Strategic Marketing	Value Chain Analysis
Business Process Design	Commercialisation Strategies	Business Continuity Planning and Disaster Recovery
Security and Risk Management	Market Testing / Tender Preparation	Knowledge Management
Business Continuity Management	Responses to Requests for Tenders	Leadership & Management Coaching
Human Resource Management	Contract and Deal Negotiations	Program & Project Management
Financial Management	Interim Executive Management	Enterprise Content Management
Audits and Due Diligence	Security Infrastructure Definition	Managed Services
Customer Satisfaction Surveys		
Security Strategy Definition		

Further information can be provided on each of the above areas if required.

JBS' core competency in Management of Risk impacts on each of the areas above providing the basis for understanding business structures and drivers and ensuring any improvements are based on a clear understanding of the organisation's risk profile.

2.2. Training

JBS is able to provide comprehensive training in:

- o Project Management

JBS has an accredited course in Project Management providing delegates with in depth knowledge and capabilities in various methodologies including PRINCE 2.

- Security and Risk Management

JBS runs training courses in Security and Risk Management based on the SRMBoK publication.

2.3. Publications

SRMBoK

The Security Risk Management Body of Knowledge has been produced by JBS in collaboration with the RMIA. There were some 80 contributors to the book with JBS providing the lead authors. SRMBoK provides guidance for security professionals across a number of issues facing the present day security manager including:

- Understanding and managing risk;
- Security management;
- Business Continuity Management;
- Operational competency; and
- Governance.

The intention is to provide security professionals with a consistent approach to identifying and managing risks facing their organisation. Future editions of the book are focussing on Enterprise Risk, Health and Safety and industry specific risks issues including Healthcare, Mining, Oil and Gas and Transport.

SRMBoK has been published by Wiley and Sons and is recognised by the US Department of Homeland Security as a valuable resource.

Articles

JBS consultants have written extensively for a number of leading publications in Australia and internationally on the areas of Security Risk Management, Business Continuity and Convergent Security Infrastructures.

2.4. Quality Assurance

JBS Quality Assurance Methodologies are based on the Australian Quality Training Framework (AQTF - registered number 88134) and forms the basis for the preparation of project Quality Plans. The Quality Plan included in the Project Document describes the goals, objectives, constituent elements, staffing, and operation of the quality system for the project.

In addition to this, JBS seeks to produce high-quality work through the use of review processes both internally and externally - with their clients. We believe it is not just about meeting the contractual requirements, but about ensuring that we provide a result that meets the goals set by both the project and the organisation.

The person responsible for QA is independent of the project but has full understanding of the methodologies used and project objectives to ensure that the deliverables meet the following criteria:

- Is it complete in meeting the objectives of the project plan?
- Is it consistent?
- Is it free from error?
- Is it on time?

3. JBS EXPERIENCE

JBS is proud of our work and what we have achieved, which is always tailored to meet our clients' needs. In short, JBS is about realising results and value for its clients, not just writing reports.

As can be seen from client list below, we have worked with almost all of the Commonwealth Government's security and law enforcement agencies previously - so represent a low risk solution as we have a solid understanding of Australia's protective security environment. Alongside this our consultants' extensive experience in the government and private sectors both in Australia and internationally give JBS a distinct advantage in understanding the issues faced and control measures that have proven successful.

3.1. Information Coordination

- Project Team Member – for major Public Private Partnering initiatives within Healthcare sector incorporating building design, physical and electronic security design: -
 - Casey Hospital Berwick Victoria
 - Royal Women's Hospital Melbourne Victoria
 - Royal Children's Hospital Melbourne Victoria
 - Royal North Shore Hospital Redevelopment –Sydney NSW
 - Macquarie Private Hospital Development
- Assisted with the development of business continuity and disaster recovery strategies for a Defence corporate knowledge management application.
- Developed the business continuity and disaster recovery plans for the Australian Top Secret Intelligence Network (ATSINET) to overseas DFAT missions.
- Developed the business continuity and resumption plans for InTact and the Canberra Institute of Technology.
- Mapped business connectivity requirements between sensitive government agencies in support of intelligence sharing and analysis.
- Provided a grant by PM&C to develop the inaugural security risk management body of knowledge (SRMBOK) linking best practice theory with regulations and practical methodologies.
- Developed risk management standards for BP's Global Business Centre and Trading Division.

3.2. Policy & Services

- Facilitated the development of a revised set of standard operating procedures for the Office of Transport Security's (OTS) Operations Centre, as a result of their expanded mandate to regulate aviation, maritime and regional freight/cargo industries.

- Developed the Strategic plan guiding the Australian Army's transformation to a Network-Centric Force; this plan ostensibly links information and intelligence flows between systems, sensors and platforms.
- Provided a team to assist the Governments of Thailand and the Republic of the Philippines with assessing their national border management processes on behalf of DIAC/AusAID. This entailed examining all major elements of their border control systems and procedures, and recommending options to strengthen overall border security. Issues covered included people movement, human trafficking/smuggling, transnational crime and drug smuggling.
- Developed Austrade's enterprise security management system, which linked risk, security, quality and training with policy and high-level organisational business objectives.
- Reviewed and assessed the compliance of risk management plans produced by aviation industry participants against Commonwealth regulations.
- Developed a PSM 2005 compliance template for use in Commonwealth agencies.

3.3. Security Programs

- Developed and implemented policy for the security of the Royal Australian Navy's Maritime Command assets to counter asymmetric (terrorist) threats.
- Conducted enterprise threat-risk assessments for the Migration Review Tribunal, National Gallery of Australia, and SBS Broadcasting.
- Provided capacity building to government and private sector officials in implementing and regulating all aspects of the International Ship and Port Facility Security (ISPS) Code across the maritime industry in Australia and the Philippines (the latter as part of an Australian-funded maritime industry counter-terrorism capability building project).
- Reviewed security arrangements at both Tanjong Pagar Seaport Terminal and Changi International Airport in Singapore.
- Provided a risk and security professional who served as Head of Security for:
 - The Australian Trade Commission's international operations in 60 countries; and,
 - Australia's largest resources project, the \$14 billion North-West Shelf Project.
- Assisted the Protective Security Coordination Centre, Qantas, the Australian International Pilots' Association, and the Flight Attendants' Association of Australia (International) through providing specialist travel-related and aviation security advice. Similar advice was also provided to Air New Zealand, the Australasian Business Travellers' Association, and the Asian Development Bank amongst others.