WITHDRAWN 2017

Counter Terrorism Protective Security Advice

for Bars, Pubs and Nightclubs

ASSOCIATION OF CHIEF POLICE OFFICERS

POLICE SCOTLAND

produced by

NaCTSO
National Counter Terrorism Security Office

■forward

The National Counter Terrorism Security Office (NaCTSO), on behalf of ACPO (TAM), works in partnership with MI5 the Security Service to reduce the impact of terrorism in the United Kingdom by:

• protecting the UK's most vulnerable and valuable sites and assets

• enhancing the UK's resilience to terrorist attack

• delivering protective security advice across the crowded places sectors.

NaCTSO aims to:

• raise awareness of the terrorist threat and the measures that can be taken to reduce risks and mitigate the effects of an attack

• co-ordinate national service delivery of protective security advice through the CTSA network and monitor its effectiveness

• build and extend partnerships with commercial, police and government stakeholders

• contribute to the development of MI5 policy and advice.

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■ one introduction

This guide provides protective security advice to those who own, operate, manage or work in bars, pubs or nightclubs. It aids those who are seeking to reduce the risk of a terrorist attack and limit the damage an attack might cause. It highlights the vital part you can play in the UK counter terrorism strategy.

Terrorist attacks in the UK are a real and serious danger. Crowded places, including bars, pubs and nightclubs, may feature in the attack plans of terrorist organisations in the future; as they are usually locations with limited protective security measures and therefore affords the potential for mass fatalities and casualties.

Although terrorist attacks on bars, pubs and nightclubs in the UK have been infrequent recently, there is a long history of such attacks and there have been recent attacks on bars and nightclubs in other countries around the world.

It is possible that your premises could be involved in a terrorist incident. This might include having to deal with a bomb threat or with suspect items left in or around your premises or sent through the post.

In the worst case scenario your staff and customers could be killed or injured, and your premises destroyed or damaged in a 'no warning' multiple and co-ordinated terrorist attack.

It is recognised that there is a need to maintain a friendly and welcoming atmosphere within bar, pub and nightclub environments and this guide is not intended to create a 'fortress mentality'. There is however a balance to be achieved where those responsible for security are informed that there are robust protective security measures available to mitigate against the threat of terrorism, e.g. protection from flying glass and vehicle access controls into underground car parks.

Terrorism can come in many forms, not just a physical attack on life and limb. It can include interference with vital information or communication systems, causing disruption and economic damage. Some attacks are easier to carry out if the terrorist is assisted by an 'insider' or by someone with specialist knowledge or access. Terrorism also includes threats or hoaxes designed to frighten and intimidate. These have in the past been targeted at bars, pubs and nightclubs in the UK.

Law, Liability and Insurance.

There are legal and commercial reasons why your premises should plan to deter such acts, or at least minimise their impact. They are:

Criminal prosecution and heavy penalties under health and safety laws for companies and individuals who own or run licensed premises are a real possibility in the wake of a terrorist incident, particularly if it emerges that core standards and statutory duties have not been met. Particularly relevant to protective security in bars, pubs and nightclubs are the specific requirements of the Health and Safety at Work Act 1974 and Regulations made under it to do all of the following:

• carry out adequate **risk assessments** and put suitable measures in place to manage identified risks, even where they are not of your making and are outside your direct control: then be alert to the need to conduct prompt and regular reviews of those assessments and measures in light of new threats and developments

- **co-operate and co-ordinate** safety arrangements between owners, managers, security staff, tenants and others involved on site, including the sharing of incident plans and working together in testing, auditing and improving planning and response. **The commercial tensions which naturally arise between landlords and tenants, and between neighbouring organisations who may well be in direct competition with each other, must be left aside entirely when planning protective security**

- **ensure adequate training, information and equipment** are provided to all staff, and especially to those involved directly on the safety and security side

- put proper procedures and competent staff in place to deal with **imminent and serious danger** and evacuation.

Insurance against damage to your own commercial buildings from terrorist acts is generally available but typically at an additional premium. Adequate cover for loss of revenue and business interruption during a rebuild or decontamination is expensive even where available from the limited pool of specialist underwriters. Full protection against compensation claims for death and injury to staff and customers caused by terrorism is achievable, albeit at a cost.

> With individual awards for death and serious injury commonly exceeding the publicly – funded criminal injuries compensation scheme upper limit, there is every incentive for victims to seek to make up any shortfall through direct legal action against owners, operators, managers and tenants under occupiers liability laws. Having to pay large and numerous compensation claims out of your own uninsured pocket could set your business back several years.

Business continuity planning is essential in ensuring that your premises can cope with an incident or attack and return to **'business as usual'** as soon as possible. An attack on a crucial contractor or supplier can also impact on business continuity. This is particularly important for small operations that may not have the resources to withstand even a few days of financial loss.

Reputation and goodwill are valuable, but prone to serious and permanent damage if it turns out that you gave a less than robust, responsible and professional priority to best protection of people against attack. Being security minded and better prepared reassures your customers and staff that you are taking security issues seriously.

Do you know who your neighbours are and the nature of their business? Could an incident at their premises affect your operation? There is limited value in safeguarding your own business premises in isolation. Take into account your neighbours' plans and those of the emergency services.

A number of organisations have adopted good practice to enhance the protective security measures in and around their premises. This document identifies and complements such good practice measures.

This guide recognises that bars, pubs and nightclubs differ in many ways including size, location, layout and operation and that some of the advice included in this document may have already been introduced at some locations.
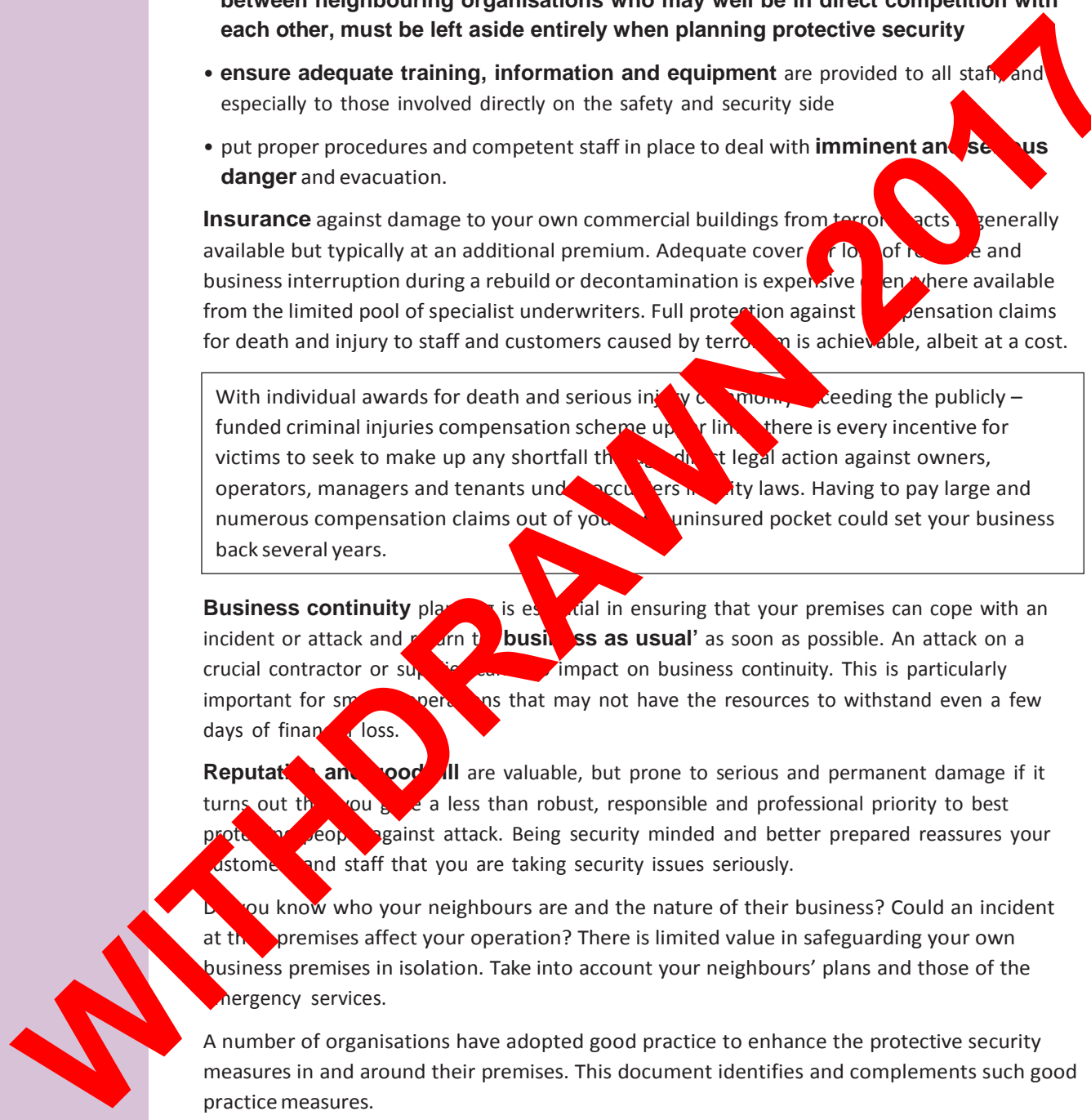
For specific advice relating to your operation, contact the nationwide network of specialist police advisers known as Counter Terrorism Security Advisors (CTSAs) through your local police force. They are co-ordinated by the National Counter Terrorism Security Office (NaCTSO).

It is essential that all the work you undertake on protective security is undertaken in partnership with the police, other authorities as appropriate and your neighbours, if your premises are to be secure.

It is worth remembering that measures you may consider for countering terrorism will also work against other threats, such as theft and burglary. Any extra measures that are considered should integrate wherever possible with existing security.

■ two managing the risks

Managing the risk of terrorism is only one part of a bar, pub or nightclub owner or manager's responsibility when preparing contingency plans in response to any incident in or near their premises which might prejudice public safety or disrupt normal operations.

Management already has a responsibility under Health and Safety Regulations and the Regulatory Reform (Fire Safety) Order 2005.

With regard to protective security, the best way to manage the hazards and risks to your premises is to start by understanding and identifying the threats and vulnerabilities.

This will help you to decide:
• what security improvements you need to make
• what type of security and contingency plans you need to develop.

For some bars, pubs and nightclubs, simple good practice – coupled with effective and well exercised contingency arrangements – may be all that is needed.

If, however, you assess that you are vulnerable to attack, you should apply appropriate protective security measures to reduce the risk to as low as reasonably practicable.

The following diagram illustrates a typical risk management cycle.

Step One: Identify the threats.

Understanding the terrorist's intentions and capabilities - what they might do and how they might do it - is crucial to assessing threat. Ask yourself the following questions:

- what can be learnt from the government and media about the current security climate, or about recent terrorist activities? Visit www.cpni.gov.uk

- is there anything about the location of your premises, its customers, occupiers and staff, or your activities that would particularly attract a terrorist attack?

- is there an association with high profile individuals or organisations which might be terrorist targets?

- do you have procedures in place and available for deployment on occasions when VIPs attend your premises?

- could collateral damage occur from an attack or other incident to a high risk neighbour?

- what can your local Police Service tell you about crime and other problems in your area?

- is there any aspect of your business or activities that terrorists might wish to exploit to aid their work, e.g. plans, technical expertise or unauthorised access?

- do you communicate information about threat and response levels to your staff?

Step Two: Decide what you need to protect and identify your vulnerabilities.

Your priorities for protection should fall under the following categories:

- people (staff, visitors, customers, contractors)

- physical assets (buildings, contents, equipment, plans and sensitive materials)

- information (electronic and paper data)

- process (supply chains, critical procedures) – the actual operational process and essential services required to support it.

You know what is important to you and your business. You should already have plans in place for dealing with fire and crime, procedures for assessing the integrity of those you employ, protection from IT viruses and hackers, and measures to secure parts of the premises.

Review your plans on a regular basis and if you think you are at greater risk of attack – perhaps because of the nature of your business or location of your premises then consider what others could find out about your vulnerabilities, such as:

- Information about you that is publicly available, e.g. on the internet or in public documents

- Anything that identifies installations or services vital to the continuation of your business

- Any prestige targets that may be attractive to terrorists, regardless of whether their loss would result in business collapse

- you should have measures in place to limit access into service or back of house corridors and vehicle access control measures into goods and service yards.

As with Step One, consider whether there is an aspect of your business or activities that terrorists might want to exploit to aid or finance their work. If there are, how stringent are your checks on the people you recruit or on your contract personnel? Are your staff security conscious?

It is important that your staff can identify and know how to report suspicious activity. (See hostile reconnaissance on page 37).

Step Three: Identify measures to reduce risk

An integrated approach to security is essential. This involves thinking about physical security, information security and personnel security (i.e. good recruitment and employment practices). There is little point investing in costly security measures if they can be easily undermined by a disaffected member of staff or by a lax recruitment process.

Remember, **TERRORISM IS A CRIME**. Many of the security precautions typically used to deter criminals are also effective against terrorists. So before you invest in additional security measures, review what you already have in place. You may already have a good security regime on which you can build.

If you need additional security measures, then make them more cost-effectively by careful planning wherever possible. Introduce new equipment or procedures in conjunction with building work. In multi-occupancy buildings, try to agree communal security arrangements. Even if your neighbours are not concerned about terrorist attack, they will be concerned about general crime – and your security measures will help protect against crime as well as terrorism.

Staff may be unaware of existing security measures, or may have developed habits to circumvent them, e.g. short cuts through fire exits. Simply reinstating good basic security practices and regularly reviewing them will bring benefits at negligible cost.

Step Four: Review your security measures and rehearse and review security and contingency plans.

You should regularly review and exercise your plans to ensure that they remain accurate, workable and up to date.

You should be aware of the need to modify them to take into account any changes in your bar, pub or nightclub (e.g. new building work, changes to personnel, information and communication systems and revised health and safety issues).

Rehearsals and exercises should wherever possible, be conducted in conjunction with all partners, emergency services and local authorities.

Make sure that your staff understand and accept the need for security measures and that security is seen as part of everyone's responsibility, not merely something for security experts or professionals. Make it easy for people to raise concerns or report observations.

For more detailed information on risk assessment (including a check list to help identify the areas where your business may be vulnerable) refer to the NaCTSO publication *Secure in the Knowledge,* which can be downloaded from www.cpni.gov.uk

IT SHOULD BE REMEMBERED THAT THE GREATEST VULNERABILITY TO ANY ORGANISATION IS COMPLACENCY.

▪ three security planning

The responsibility for the implementation of protective security measures following a vulnerability and risk assessment may fall on an individual bar, pub or nightclub owner/manager, an area manager or business development manager with a security remit within a larger organisation. The person responsible for security must have sufficient authority to direct the action taken in response to a security threat.

He or she must be involved in the planning of the bar, pub or nightclub's exterior security, access control, contingency plans etc, so that the terrorist dimension is taken into account. The responsible person must similarly be consulted over any new building or renovation work so that counter terrorism specifications, e.g. concerning access control, glazing and physical barriers can be factored in, taking into account any Health & Safety and planning regulations as well as the Fire Safety Order 2005.

The person responsible for security in most bars, pubs and nightclubs should already have responsibility for most if not all of the following key areas:

- the production of the security plan based on the risk assessment

- the formulation and maintenance of a search plan

- the formulation and maintenance of other contingency plans dealing with bomb threats, suspect packages and evacuation

- liaising with the police, other emergency services and local authorities

- arranging staff training, including his/her own duties and conducting briefings/debriefings

- conducting regular reviews of the plan

For independent and impartial counter terrorism advice and guidance that is site specific, the Security Manager should establish contact with the local police Counter Terrorism Security Advisor (CTSA). Most UK police forces have at least two CTSAs.

Your CTSA can:

- help you assess the threat, both generally and specifically

- give advice on physical security equipment and its particular application to the methods used by terrorists; your CTSA will be able to comment on its effectiveness as a deterrent, its protection and as an aid to post-incident investigation

- facilitate contact with emergency services and local authority planners to develop appropriate response and contingency plans

- identify appropriate trade bodies for the supply and installation of security equipment

- offer advice on search plans.

Creating your Security Plan

The Responsible Person should aim to produce a plan that has been fully exercised, and which is regularly audited to ensure that it is still current and workable.

Before you invest in additional security measures, review what is already in place, including known weaknesses such as blind spots in your CCTV system.

When creating your security plan, consider the following:

- details of all the protective security measures to be implemented, covering physical, information and personnel security

- instructions on how to respond to a threat (e.g. telephone bomb threat)

- instructions on how to respond to the discovery of a suspicious item however

- a search plan

- evacuation plans and details on securing your premises in the event of a full evacuation

- your business continuity plan

- a communications and media strategy which includes handling enquiries from concerned family and friends.

Security Managers should also be familiar with the advice contained in the 'Fire Safety Risk Assessment – Small and Medium Places of Assembly' and 'Fire Safety Risk Assessment - Large Places of Assembly' guidance documents. See www.gov.uk

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Your planning should incorporate these seven key instructions applicable to most incidents:

1. Do not touch suspicious items

2. Move everyone away to a safe distance

3. Prevent others from approaching

4. Communicate safely to staff, visitors and the public

5. Use handheld radios or mobile phones away from the immediate vicinity of a suspect item, remaining out of line of sight and behind hard cover

6. Notify the police

7. Ensure that whoever found the item or witnessed the incident remains on hand to brief the police.

Effective security plans are simple, clear and flexible, but must be compatible with existing plans, e.g. evacuation plans and fire safety strategies. Everyone must be clear about what they need to do in a particular incident. Once made, your plans must be followed.

◼ four physical security

Physical security is important in protecting against a range of threats and addressing vulnerability. Put in place security measures to remove or reduce your vulnerabilities to as low as reasonably practicable bearing in mind the need to consider safety as a priority at all times. Security measures must not compromise customer safety.

Your risk assessment will determine which measures you should adopt, but they range from basic good housekeeping (keeping communal areas clean and tidy) through mitigation against flying glass, CCTV, intruder alarms, computer security and lighting, to specialist solutions such as mail scanning equipment.

Specialist solutions, in particular, should be based on a thorough assessment – not least because you might otherwise invest in equipment which is ineffective, unnecessary and expensive.

Successful security measures require:

• the support of senior management

• staff awareness of the measures and their responsibility in making them work

• a senior, identified person within your organisation having responsibility for security.

Action you should consider

Contact your Counter Terrorism Security Advisor through your local police force at the start of the process. As well as advising you on physical security, they can direct you to professional bodies that regulate and oversee reputable suppliers.

Remember, you will need to ensure that all other regulations are met, such as local planning permission, building consents, health and safety and fire prevention requirements.

Plan carefully – as this can help keep costs down. Whilst it is important not to delay the introduction of necessary equipment or procedures, costs may be reduced if new changes coincide with new building or refurbishment work.

Security awareness

The vigilance of your staff (including cleaning, maintenance and contract staff) is essential to your protective measures. They will know their own work areas or offices very well and should be encouraged to be alert to unusual behaviour or items out of place. They must have the confidence to report any suspicions, knowing that reports – including false alarms – will be taken seriously and regarded as a contribution to the safe running of the premises.

Training is therefore particularly important. Staff should be briefed to look out for packages, bags or other items in odd places, carefully placed (rather than dropped) items in rubbish bins and unusual interest shown by strangers in less accessible places. See hostile reconnaissance on page 37.

Access Routes

Keep access points to a minimum and make sure the boundary between public and private areas of your building is secure and clearly signed. Invest in good quality access control systems operated by magnetic swipe or contact proximity cards supported by PIN verification.

See Access Control Guidance on page 21.

Security passes

If a staff pass system is in place, insist that staff wear their passes at all times and that their issuing is strictly controlled and regularly reviewed. Visitors to private areas should be escorted and should wear clearly marked temporary passes, which must be returned on leaving. Anyone not displaying security passes in private areas should either be challenged or reported immediately to security or management. Consider introducing a pass system if you do not have one already.

Screening and Patrolling

The screening of hand baggage is a significant deterrent that may be a suitable protective security consideration for your bar, pub or nightclub.

Routine searching of premises represents another level of screening covering both internal and external areas. Keep searches regular, though not too predictable (eg. every hour on the hour). See Search Planning on page 25.

Traffic and parking controls

If you believe you might be at risk from a vehicle bomb, the principle is to keep all vehicles at a safe distance. Those requiring essential access should be identified in advance and checked before being allowed through. If possible, you should ensure that you have proper access control, careful landscaping, traffic-calming measures and robust, well-lit barriers or bollards.

Ideally, keep non-essential vehicles at least 30 metres from your building. For site specific advice and guidance you should contact your local police CTSA.

See also Vehicle Borne Improvised Explosive Devices on page 31.

Doors and windows

Good quality doors and windows are essential to ensure building security. External doors should be strong, well-lit and fitted with good quality locks. Doors that are not often used should be internally secured ensuring compliance with relevant fire safety regulations and their security monitored with an alarm system. **This is particularly important to those premises that have an external search / screening operation in order to prevent unauthorised entry and bypassing any search regime.**

At a minimum, accessible windows should be secured with good quality key operated locks. The police may provide further advice on improving the security of glazed doors and accessible windows.

Many casualties in urban terrorist attacks are caused by flying glass, especially in modern buildings and glazing protection is an important casualty reduction measure.

Extensive research has been carried out on the effects of blast on glass. There are technologies that minimise shattering and casualties, as well as the costs of re-occupation.

Anti-shatter film, which holds fragmented pieces of glass together, offers a relatively cheap and rapid improvement to existing glazing. If you are installing new windows, consider laminated glass, but before undertaking any improvements seek specialist advice through your police CTSA or visit www.cpni.gov.uk for further details.

Integrated security systems

Intruder alarms, CCTV and lighting are commonly used to deter crime, detect offenders and delay their actions. All these systems must be integrated so that they work together in an effective and co-ordinated manner.

Intrusion detection technology can play an important role in an integrated security system; it is as much a deterrent as a means of protection. If police response to any alarm is required, your system must be compliant with the Association of Chief Police Officers' (ACPO) security systems policy. See www.securedbydesign.com and www.acpo.police.uk For further information, contact the Alarms Administration Office at your local police headquarters.

Using CCTV can help clarify whether a security alert is real and is often vital in post-incident investigations, but only if the images are good enough to identify what happened and b used in court.

External lighting provides an obvious means of deterrence as well as detection, but ta in account the impact of additional lighting on neighbours. If it is carefully designed and sed, external lighting will help security staff and improve the capabilities of CCT systems.

Remember that CCTV is only effective if it is properly monitored and maintained.

See CCTV guidance on page 23.

■ five good housekeeping

Good housekeeping improves the ambience of your premises and reduces the opportunity for placing suspicious items or bags and helps to deal with false alarms and hoaxes.

You can reduce the number of places where devices may be left by considering the following points:

- avoid the use of litter bins in and around your premises if possible, but if you do this ensure that there is additional and prompt cleaning)

- alternatively review the management of your litter bins and consider the size of their openings, their blast mitigation capabilities and location, i.e. do not place the bins next to or near glazing.

- the use of clear bags for waste disposal is a further alternative and provides an easier opportunity for staff to conduct an initial examination of suspicious items

- review the use and security of compactors, wheelie bins and metal bins to store rubbish within service areas and goods entrances

- keep public and communal areas – exits, entrances, reception areas, stairs, halls, lavatories, washrooms – clean and tidy, as well as service corridors and yards

- keep furniture to an operational minimum – ensuring that there is little opportunity to hide devices, including under chairs and sofas.

- lock unoccupied offices, rooms and store cupboards

- ensure that everything has a place and that things are returned to that place

- place tamper proof plastic seals on maintenance hatches

- keep external areas as clean and tidy as possible

- all premises should have in place an agreed procedure for the management of contractors, their vehicles and waste collection services. The vehicle registration mark (VRM) of each vehicle and its occupants should be known to security or management in advance

- pruning vegetation and trees, especially near entrances, will assist in surveillance and prevent concealment of any packages.

Additionally consider the following points:

Ensure that all staff are trained in bomb threat handling procedures or at least have ready access to instructions – and know where these are kept. (See bomb threat checklist)

A review of your CCTV system to ensure that it has sufficient coverage both internally and externally.

Management should ensure that Fire Extinguishers are identified as belonging to the premises and check that they have not been interfered with or replaced.

All premises security systems should have an uninterrupted power supply (UPS) available and regularly tested.

See good practice checklist - housekeeping in Appendix 'A'.

■ six mail handling procedures

Most businesses will receive a large amount of mail and other deliveries and this offers an attractive route into premises for terrorists.

Delivered Items

Delivered items, which include letters, parcels, packages and anything delivered by post or courier, have been a commonly used terrorist tactic. A properly conducted risk assessment should give you a good idea of the likely threat to your business and indicate precautions you need to take.

Delivered items may be explosive or incendiary (the two most likely kinds), or chemical, biological or radiological. Anyone receiving a suspicious delivery is unlikely to know which type it is, so procedures should cater for every eventuality.

A delivered item will probably have received some fairly rough handling in the post and so is unlikely to detonate through being moved, but any attempt at opening it, however slight, may set it off or release the contents. Unless delivered by a courier it is unlikely to contain a timing device. Delivered items come in a variety of shapes and sizes; a well made device will look innocuous but there may be telltale signs.

Indicators to Suspicious Deliveries/mail

- It is unexpected or of unusual origin or from an unfamiliar sender.

- There is no return address or the address cannot be verified.

- It is poorly or inaccurately addressed e.g. incorrect title, spelt wrongly, title but no name, or addressed to an individual no longer with the company.

- The address has been printed unevenly or in an unusual way.

- The writing is in an unfamiliar or unusual style.

- There are unusual postmarks or postage paid marks.

- A Jiffy bag, or other padded envelope, has been used.

- It seems unusually heavy for its size. Most letters weigh up to about 28g or 1 ounce, whereas most effective letter bombs weigh 50-100g and are 5mm or more thick.

- It is marked 'personal' or 'confidential'.

- It is oddly shaped or lopsided.

- The envelope flap is stuck down completely (a harmless letter usually has an un-gummed gap of 3-5mm at the corners)

- There is a smell, particularly of almonds or marzipan.

- There is a pin sized hole in the envelope or package wrapping.

- There is an additional inner envelope, and it is tightly taped or tied (however, in some organizations, sensitive or 'restricted' material is sent in double envelopes as standard procedure).

Chemical, biological or radiological materials in the post

Terrorists may seek to send chemical, biological or radiological materials in the post. It is difficult to provide a full list of possible CBR indicators because of the diverse nature of the materials. However, some of the more common and obvious are:

• Unexpected granular, crystalline or finely powdered material (of any colour and usually with the consistency of coffee, sugar or baking powder), loose or in a container.

• Unexpected sticky substances, sprays or vapours.

• Unexpected pieces of metal or plastic, such as discs, rods, small sheets or spheres.

• Strange smells, e.g. garlic, fish, fruit, mothballs, pepper. If you detect a smell, do not go on sniffing it. However, some CBR materials are odourless and tasteless.

• Stains or dampness on the packaging.

• Sudden onset of illness or irritation of skin, eyes or nose. CBR devices containing finely ground powder or liquid may be hazardous without being opened.

What you can do:

• The precise nature of the incident (chemical, biological or radiological) may not be readily apparent. Keep your response plans general and wait for expert help from the local emergency services and local authorities responsible for security.

• Review plans for protecting staff and visitors in the event of a terrorist threat or attack. Remember that evacuation may not be the best solution. You will need to be guided by the local emergency services on the day.

• Plan for the shutdown of systems that may contribute to the movement of airborne hazards (e.g. computer equipment containing fans and air-conditioning units).

• Ensure that doors can be closed quickly if required.

• If your external windows are not permanently sealed shut, develop plans for closing them in response to a warning or incident.

• Examine the feasibility of emergency shutdown of air-handling systems and ensure that any such plans are well rehearsed.

• Where a hazard can be isolated by leaving the immediate area, do so as quickly as possible, closing doors and windows as you go.

• Move those directly affected by an incident to a safe location as close as possible to the scene of the incident, so as to minimise spread of contamination.

• Separate those directly affected by an incident from those not involved so as to minimize the risk of inadvertent cross-contamination.

• Ask people to remain in situ – though you cannot contain them against their will.

Planning your mail handling procedures

Although any suspect item should be taken seriously, remember that most will be false alarms, and a few may be hoaxes. Try to ensure that your procedures, while effective, are not needlessly disruptive. Take the following into account in your planning:

- Seek advice from your local authorities responsible for security on the threat to your business and on your defensive measures.

- Consider processing all incoming mail and deliveries at one point only. This should ideally be off-site or in a separate building, or at least in an area that can easily be isolated and in which deliveries can be handled without taking them through other parts of your business.

- Ensure that all staff who handle mail are briefed and trained. Include reception staff and encourage regular correspondents to put their return address on each item.

- Ensure all sources of incoming mail (e.g. mail, couriers, and hand delivery) are included in your screening process.

- Ideally, post rooms should have independent air conditioning and alarm systems, as well as scanners and x-ray machines. However, while hand scanners may detect devices for spreading chemical, biological and radiological (CBR) materials (e.g. explosive devices), they will not detect the materials themselves.

- At present there are no CBR detectors capable of identifying all hazards reliably.

- Post rooms should also have their own washing and shower facilities, including soap and detergent.

- Staff need to be aware of the usual pattern of deliveries and to be briefed of unusual deliveries. Train them to open post with letter openers (and with minimum movement), to keep hands away from noses and mouths and always to wash their hands afterwards. Staff should not blow into envelopes or shake them. Packages suspected of containing biological, chemical or radiological material should ideally be placed in a double sealed bag.

- Consider whether staff handling post, need protective equipment such as latex gloves and facemasks (seek advice from a qualified health and safety expert). Keep overalls and footwear available in case they need to remove contaminated clothing.

- Make certain post handling areas can be promptly evacuated. Rehearse evacuation procedures and routes, which should include washing facilities in which contaminated staff could be isolated and treated.

- Staff who are responsible for mail handling should be made aware of the importance of isolation in reducing contamination.

- Prepare signs for display to staff in the event of a suspected or actual attack.

- PAS 97:2012 Provides guidance on mail handling procedures. See www.cpni.gov.uk

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seven access control

There should be clear demarcation between public and private areas, with appropriate access control measures into and out of the private side. This relates to 'back of house' areas, not public entrances.

Risk assessment

Refer to 'managing the risks' on page 9 and decide the level of security you require before planning your access control system. Take into account any special features you may require.

Appearance

The access control system to your private areas and back of house corridors is often the first impression of security made upon visitors to your premises if you do not operate an overt screening regime outside.

Ease of access

Examine the layout of your system. Ensure that your entry and exit procedures allow legitimate users to pass without undue effort and delay.

Training

Ensure your staff are fully aware of the role and operation of your access control system. Your installer should provide adequate system training.

System maintenance

Your installer should supply all relevant system documentation, e.g. log books and service schedules. Are you aware of the actions required on system breakdown? Do you have a satisfactory system maintenance agreement in place?

Interaction

Your access control system should support other security measures. Consider system compatibility.

Compliance

Your access control system should be compliant with:
• Equality Act 2010
• The Data Protection Act 1998
• The Human Rights Act 1998
• Regulatory Reform (Fire Safety) Order 2005
• Health and Safety Acts

Objectives

Are your security objectives being met? If necessary, carry out a further risk assessment and address any vulnerabilities accordingly.

Access control is only one important element of your overall security system.

REMEMBER
Whether driving a lorry or carrying explosives, a terrorist needs physical access in order to reach the intended target.

See Good Practice Checklist – Access Control and Visitors in Appendix 'B'

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7 fps   1 fps

C5   REC

C10   REC   1 fps

5 fps   4 fps

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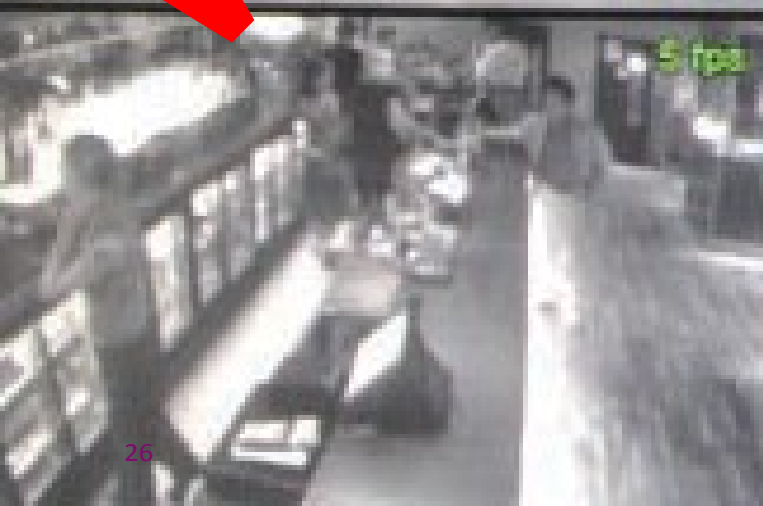
■ eight cctv guidance

CCTV can help clarify whether a security alert is real and is often vital in any post incident investigation.

You should constantly monitor the images captured by your CCTV system or regularly check recordings for suspicious activity ensuring at all times full compliance with the Data Protection Act 1998 which should be specified in your CCTV Data Protection Policy.

CCTV cameras should cover all the entrances and exits to your premises and other areas that are critical to the safe management and security of your operation.

With more organisations moving towards digital CCTV systems, you should liaise with your local police to establish that your system software is compatible with them to allow retrieval and use of your images for evidential purposes?

Ask yourself the following questions:

- is your CCTV system currently achieving what you require it to do? Do you need it to confirm alarms, detect intruders through doors or corridors and produce images of evidential quality?

- are the CCTV cameras in use for the protective security of your premises integrated with those used to monitor customer movement?

- would the introduction of an Automatic Number Plate Reader (ANPR) system complement your security operation?

> The Centre for Applied Science and Technology CAST formerly known as The Home Office Scientific Development Branch (HOSDB) has published many useful documents relating to CCTV, including 'CCTV Operational Requirements Manual' (Ref: 28/09), 'UK Police Requirements for Digital CCTV Systems' (Ref: 09/05), and 'Performance Testing of CCTV Systems' (Ref: 14/95), 'Performance Testing of CCTV Systems' (Ref: 14/95), and 'CCTV Control Room Ergonomics' (Ref: 14/98).

Consider also the following points:

- Ensure the date and time stamps of the system are accurate

- Regularly check the quality of recordings

- Digital CCTV images should be stored in accordance with the evidential needs of the police. Refer to CAST (HOSBD) publication 09/05

- Ensure that appropriate lighting complements the system during daytime and darkness hours

- Keep your recorded images for at least 31 days

- Use good quality media and check it regularly by checking that backups are operating correctly.

- Ensure the images recorded are clear – that people and vehicles are clearly identifiable

- Ensure the images recorded are clear – that people and vehicles are clearly identifiable

• Check that the images captured are of the right area

• Implement standard operating procedures, codes of practice and audit trails

• Give consideration to the number of camera images a single CCTV operator can effectively monitor at any one time

• Do you have sufficient qualified staff to continue to monitor your CCTV system during an incident, evacuation or search?

See Good Practice Checklist – CCTV in Appendix 'C'

CCTV Maintenance

CCTV maintenance must be planned and organised in advance and not carried out on an ad hoc basis. If regular maintenance is not carried out, the system will eventually fail to meet its Operational Requirement (OR).

What occurs if a system is not maintained?

• The system gets **DIRTY** causing poor usability

• **CONSUMABLES** wear causing poor performance

• Major parts **FAIL**

• **WEATHER** damage can cause incorrect coverage

• **DELIBERATE** damage/environmental change can go undetected

■ nine search planning

Searches of bars, pubs and nightclubs should be conducted as part of your daily good housekeeping routine. They should also be conducted in response to a specific threat and when there is a heightened response level.

It is recognised that for the majority of premises responsibility for the implementation of any search planning, following a vulnerability and risk assessment will fall upon management and staff.

The following advice is generic for most premises, but recognises that they are built and operate differently.

If considered necessary advice and guidance on searching should be available from your local CTSA or Police Search Advisor (PolSA).

Search Plans

• search plans should be prepared in advance and staff should be trained in them

• the conduct of searches will depend on local circumstances and local knowledge, but the overall objective is to make sure that the entire premises and grounds are searched in a systematic and thorough manner so that no part is left unchecked

• if you decide to evacuate your premises in response to an incident or threat, you will also need to search it in order to ensure it is safe for re-occupancy

• the police will not normally search bars, pubs or nightclubs. (See High Profile Events on page 40). They are not familiar with the layout and will not be aware of what should be there and what is out of place. They cannot, therefore, search as quickly or as thoroughly as a member of staff or security personnel

• the member(s) of staff nominated to carry out the search do not need to have expertise in explosives or other types of device. But they must be familiar with the place they are searching. They are looking for any items that should not be there, that cannot be accounted for and items that are out of place

• ideally, searchers should search in pairs; to ensure searching is systematic and thorough.

Action You Should Take

Consider dividing your premises into sectors. Each sector must be of manageable size. The sectorised search plan should have a written checklist - signed when completed - for the information of the premises manager.

Remember to include the stairs, fire escapes, corridors, toilets and lifts in the search plan, as well as car parks, service yards and other areas outside the building. If evacuation is considered or implemented, then a search of the assembly areas, the routes to them and the surrounding area should also be made.

Consider the most effective method of initiating a search when you are open for business. You could:

• send a message to the search teams over a public address system (the message should be coded to avoid unnecessary disruption and alarm)

• use personal radios or pagers.

Ensure the searchers know what to do if they discover a suspicious item. Action will depend on the nature of the device and the layout but the general "golden rules" are:

1. Do not touch suspicious items

2. Move everyone away to a safe distance

3. Prevent others from approaching

4. Communicate safely to staff, visitors and the public

5. Use hand-held radios or mobile phones away from the immediate vicinity of a suspect item, remaining out of line of sight and behind hard cover

6. Notify the police

7. Ensure that whoever found the item or witnessed the incident remains on hand to brief the police

Exercise your search plan regularly. The searchers need to get a feel for the logical progression through their designated area and the length of time this will take. They also need to be able to search without unduly alarming any visitors or customers.

Discuss your search plan with your local police Counter Terrorism Security Adviser (CTSA) or Police Search Advisor PolSA.

See good practice checklist – Searching in Appendix 'D'

■ ten door supervisors

Door supervisors are a key element in deterring and disrupting the threat from terrorism and other crime. Although the main role of door supervisors is to make sure that customers have an enjoyable experience in a safe environment, they are also essential and additional 'eyes and ears' for Police.

Increased vigilance and robust security measures will deter and disrupt terrorist activity; however such measures must not compromise the safety of customers and staff.

All door supervisors should be familiar with existing local crime prevention measures and should further consider terrorism as they carry out their responsibilities.

The need to be alert to what is happening beyond the immediate front entrance of their premises and any approach routes is essential. Persons loitering nearby who have no apparent affiliation with the venue should be spoken and their movements questioned.

Door supervisors should have an understanding of hostile reconnaissance, be alert to instances where hostile reconnaissance may be taking place and be aware of how to report suspicious activity.

A command and communication structure should be established to ensure that all incidents are reported, recorded and supervised.

Staff should report suspicious sightings to the Head Door Supervisor, who should make a risk assessment as to how the information should be managed and the required police response.

Any incident that requires an immediate police response – dial 999. Reporting suspicious activity that does not require an immediate response, contact the Anti-Terrorist Hotline – 0800 789 321.

Door supervisors should record all incidents in the Security Incident Logbook and a personal notebook. A personal notebook should only be used for work related incidents in case it is required to be produced as evidence in court.

Notes may include, full descriptions of any suspects (including clothing and anything being carried), vehicle description and registration marks, any witnesses and if the incident was recorded by CCTV.

In all cases the Designated Premises Supervisor, Personal Licence Holder, or Manager must be informed and an entry in the venue's incident book recorded. See Hostile Reconnaissance on page 37.

Security staff deployed externally should adopt a 'see and be seen' approach and where possible, police any queuing outside their premises. The queue should be orderly, monitored and communication established between the customers forming it and Door Supervisors.

Any lack of vigilance around the queue affords anonymity to a potential terrorist.

Door Supervisors should be alert to the fact that vehicles are used to carry explosive devices. Attention should be paid to vehicles parking outside venues and vigilance should be extended to the entire building perimeter.

Vehicles such as the traditional black cab and mini cabs have been used previously as explosive devices. Do not become complacent around vehicles that appear to be the norm, including contractors and Local Authority vehicles.

Remember!

If unattended or suspicious objects are brought to the attention of Door Supervisors by staff or members of the public, the seven key instructions previously mentioned on pages 14 and 26 of this guidance should be instigated.

NOTE

Under the Private Security Industry Act, Door Supervisors working in England and Wales must have a licence/practice issued by the Security Industry Authority. It is an offence to work as a Door Supervisor if you do not have a licence.

It is also an offence to employ a Door Supervisor who does not have a licence.

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eleven evacuation planning

As with search planning, evacuation should be part of your security plan. You might need to evacuate your premises because of:

- **a threat received directly by your premises**

- **a threat received elsewhere** and passed on to you by the police

- **discovery of a suspicious item in your building** (perhaps a postal package, an unclaimed hold-all or rucksack)

- **discovery of a suspicious item or vehicle outside the building**

- **an incident** to which the police have alerted you.

Whatever the circumstances, you should tell the police as soon as possible what action you are taking.

The biggest dilemma facing anyone responsible for an evacuation plan is how to judge where the safest place might be. For example, if an evacuation route takes people past a suspect device outside your building, or through an area believed to be contaminated, external evacuation may not be the best course of action.

A very important consideration when planning evacuation routes in response to near simultaneous terrorist attacks is to ensure people are moved away from other potential areas of vulnerability, or areas where a larger secondary device could detonate.

The decision to evacuate will normally be yours, but the police will advise. In exceptional cases they may insist on evacuation, although they should always do so in consultation with the premises manager.

A general rule of thumb is to find out if the device is external or internal to your premises. If it is within the building you must consider evacuation, but if the device is outside the building it may be safer to stay inside.

Planning and initiating evacuation should be the responsibility of the security manager. Depending on the size of your business and the location of the building, the plan may include:

- full evacuation outside the building

- evacuation of part of the building, if the device is small and thought to be confined to one location

- full or partial evacuation to an internal safe area, such as a protected space, if available

- evacuation of all staff apart from designated searchers.

Evacuation

Evacuation instructions must be clearly communicated to staff and routes and exits must be well defined. Appoint people to act as marshals and as contacts once the assembly area is reached. Assembly areas should be a minium of 100, 200 or 400metres away dependant upon the size of the item. Care should be taken that there are no secondary hazards at the assembly point.

It is important to ensure that staff are aware of the locations of assembly areas for incident evacuation as well as those for fire evacuation and that the two are not confused by those responsible for directing members of the public to either.

Car parks should not be used as assembly areas and furthermore assembly areas should always be searched before they are utilised.

Staff with disabilities should be individually briefed on their evacuation procedures.

In the case of suspected:

- **Letter or parcel bombs**
  Evacuate the room and the floor concerned and the adjacent rooms along with the two floors immediately above and below.

- **Chemical, Biological and Radiological Incidents**
  Responses to CBR incidents will vary more than those involving conventional or incendiary devices, but the following general points should be noted:

- the exact nature of an incident may not be immediately apparent. For example, an IED might also involve the release of CBR material

- in the event of a suspected CBR incident within the building, switch off all air conditioning, ventilation and other systems or items that circulate air (e.g. fans and personal computers). Do not allow anyone, whether exposed or not, to use evacuation areas before the emergency services have given medical advice, assessments or treatment

- if an incident occurs outside the building, close all doors and windows and switch off any systems that draw air into the building

Agree your evacuation plan in advance with the police and emergency services, the local authority and neighbours. Ensure that staff with particular responsibilities are trained and that all staff are drilled. Remember, too, to let the police know what action you are taking during any incident.

Managers should ensure that they have a working knowledge of the heating, ventilation and air conditioning (HVAC) systems and how these may contribute to the spread of CBR materials within the building.

Protected Spaces

Protected spaces may offer the best protection against blast, flying glass and other fragments. They may also offer the best protection when the location of the possible bomb is unknown, when it may be near your external evacuation route or when there is an external CBR attack.

Since glass and other fragments may kill or maim at a considerable distance from the centre of a large explosion, moving staff and customers into protected spaces is often safer than evacuating them onto the streets.

When choosing a protected space, seek advice from a structural engineer with knowledge of explosive effects and do not neglect the provision of toilet facilities, seating, drinking water and communications.

■ twelve vehicle borne improvised explosive devices (VBIEDs)

Vehicle Borne Improvised Explosive Devices (VBIEDs) are one of the most effective weapons in the terrorist's arsenal. They are capable of delivering a large quantity of explosives to a target and can cause a great deal of damage.

Once assembled, the bomb can be delivered at a time of the terrorist's choosing and with reasonable precision, **depending on defences**. It can be detonated from a safe distance using a timer or remote control, or can be detonated on the spot by a suicide bomber.

Building a VBIED requires a significant investment of time, resources and expertise. Because of this, terrorists will seek to obtain the maximum impact for their investment.

Terrorists generally select targets where they can cause most damage, inflict mass casualties or attract widespread publicity.

Effects of VBIED's

VBIED's can be highly destructive. It is not just the effects of a direct bomb blast that can be lethal, flying debris such as glass can present a hazard many metres away from the seat of the explosion.

What you can do

If you think your premises could be at risk from any form of VBIED you should:

- ensure you have effective vehicle access control particularly at goods entrances and service yards. Do not allow unchecked vehicles to park in underground car parks or service areas directly below public areas where there will be large numbers of people and where there is a risk of structural collapse

- insist that details of contract vehicles and the identity of the driver and any passengers approaching your goods/service areas are authorised in advance

- do what you can to make your premises blast resistant, paying particular attention to windows. Have the structure reviewed by a qualified security/structural engineer when seeking advice on protected spaces

- establish and rehearse bomb threat and evacuation drills. Bear in mind that, depending on where the suspected VBIED is parked and the design of your building, it may be safer in windowless corridors or basements than outside

- **consider using robust physical barriers to keep all but authorised vehicles at a safe distance. Seek the advice of your local Police Counter Terrorism Security Adviser (CTSA) on what these should be and on further measures such as electronic surveillance including Automatic Number Plate Recognition (ANPR) and protection from flying glass**

- assembly areas must take account of the proximity to the potential threat. You should bear in mind that a vehicle bomb delivered into your building – for instance via underground car parks or through the front of your premises – could have a far greater destructive effect on the structure than an externally detonated device

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- train and rehearse your staff in identifying suspect vehicles, and in receiving and acting upon bomb threats. Key information and telephone numbers should be prominently displayed and readily available
- it should be emphasised that the installation of physical barriers needs to be balanced against the requirements of safety and should not be embarked upon without full consideration of planning regulation and fire safety risk assessment.

See Good Practice Checklist – Access Control in Appendix 'B'

WITHDRAWN 2017

■ thirteen suicide attacks

The use of suicide bombers is a very effective method of delivering an explosive device to a specific location. Suicide bombers may use a lorry, plane or other kind of vehicle as a bomb or may carry or conceal explosives on their persons. Both kinds of attack are generally perpetrated without warning. The most likely targets are symbolic locations, key installations, VIPs or mass-casualty crowded places.

When considering protective measures against suicide bombers, think in terms of:

- using physical barriers to prevent a hostile vehicle from driving into your premises through pedestrian entrances, goods/service yards or underground areas

- denying access to any vehicle that arrives at your goods/service entrances without prior notice and holding vehicles at access control points until you can satisfy yourself that they are genuine

- wherever possible, establishing your vehicle access control point at a distance from the protected area, setting up regular patrols and briefing staff to look out for anyone behaving suspiciously. Many bomb attacks are preceded by reconnaissance or trial runs. Ensure that such incidents are reported to the police

- ensure that no one visits your protected area without your being sure of his or her identity or without proper authority. Seek further advice through your local police force's CTSA

- effective CCTV systems may deter a terrorist attack or even identify planning activity. Good quality images can provide crucial evidence in court

- there is no definitive physical profile for a suicide bomber, so remain vigilant and report anyone suspicious to the police.

fourteen communication

You should consider a communication strategy for raising awareness among staff and others who need to know about your security plan and its operation. This will include the emergency services, local authorities and possibly neighbouring premises.

There should also be arrangements for dealing with people who may be affected by your security operation but who are not employees of your organisation (e.g. customers, clients, contractors, visitors).

It should be remembered that immediately following a terrorist attack, mobile telephone communication may be unavailable due to excessive demand.

Security issues should be discussed and determined at Board level and form a part of the organisation's culture.

Premises Managers should regularly meet with staff to discuss security issues and encourage staff to raise their concerns about security.

Consideration should be given to the use of the organisation's website and publications to communicate crime prevention and counter terrorism initiatives.

All bars, pubs and nightclubs should consider having a supply of posters and material (even via web links) to support crime prevention and counter terrorism messages and initiatives.

All Security Managers should involve their local Police Counter Terrorism Security Advisor when considering improvements to their premises and its environs.

See Good Practice Checklist – Communication in Appendix 'E'

◼ fifteen **information security**
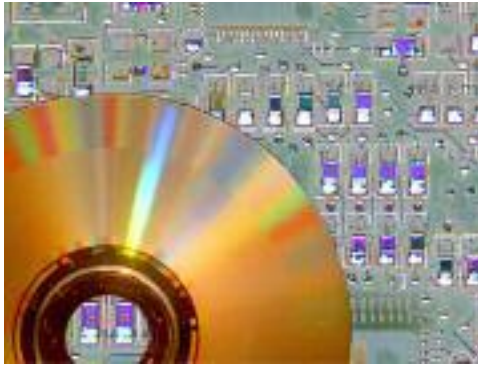
The loss of confidentiality, integrity and most importantly, availability of information in paper or digital format can be a critical problem for organisations. Many rely on their information systems to carry out business or nationally critical functions and manage safety and engineering systems.

Your confidential information may be of interest to business competitors, criminals, intelligence services or terrorists. They may attempt to access your information by breaking into your IT systems, by obtaining the data you have thrown away or by infiltrating your organisation. Such an attack could disrupt your business and damage your reputation.

Before taking specific measures you should:

Assess the threat and your vulnerabilities. See Managing the Risks on Page 5.

- To what extent is your information at risk, who might want it, how might they get it, how would its loss or theft damage you?

- Consider current good practice information security for countering a cyber attack and for protecting documents.

For general advice on protecting against cyber risk visit getsafeonline.org and www.cpni.gov.uk

Cyber attacks *on systems could:*

- allow the attacker to steal or alter sensitive information

- allow the attacker to gain access to your computer system and do whatever the system owner can do. This could include modifying your data, perhaps subtly so that it is not immediately apparent, or installing malicious software (virus or worm) that may damage your system or installing hardware to relay information back to the attacker. Such attacks against internet connected systems are extremely common.

- make your systems impossible to use through 'denial of service' attacks. These are increasingly common, relatively simple to launch and difficult to protect against.

As soon as you entrust your information or business processes to a computer system, they are at risk. Cyber attacks are much easier when computer systems are connected directly or indirectly to public networks such as the internet.

The typical methods of cyber attack are:

Denial of service (DoS)

These attacks aim to overwhelm a system by flooding it with unwanted data. Some DoS attacks are distributed, in which large numbers of unsecured, 'innocent' machines (known as 'zombies') are conscripted to mount attacks.

As with other security measures; you should conduct a risk assessment to establish whether you might be at particular risk from a *cyber* attack. System security professionals can provide detailed advice.

Malicious software

The techniques and effects of malicious software (e.g. viruses, worms, trojans) are as variable as they are widely known. The main ways a virus can spread are through:

- Running or executing an attachment received in an Email.

- Clicking on a website received in an Email.

- Inappropriate web browsing which often leads to a website distributing malicious software.

- Allowing staff to connect removable memory devices (USB memory sticks, CD, etc) to corporate machines.

- Allowing staff to connect media players and mobile phones to corporate machines.

Hacking

This is an attempt at unauthorised access, almost always with malicious or criminal intent. Sophisticated, well-concealed attacks by intelligence services seeking information have been aimed at government systems but other organisations might also be targets.

Malicious modification of hardware

Computer hardware can be modified so as to mount or permit an electronic attack. This is normally done at the point of manufacture or supply prior to installation, though it could also be done during maintenance visits or in transit. The purpose of such modifications would be to allow a subsequent attack to be made, possibly by remote activation.

What to do

- Implement an acceptable use policy for staff concerning web browsing, Email, use of chat rooms, social sites, trade, games and music download sites.

- Acquire your IT systems from reputable manufacturers and suppliers.

- Ensure that your software is regularly updated. Suppliers are continually fixing security vulnerabilities in their software. These fixes or patches are available from their websites – consider checking for patches and updates at least weekly.

- Ensure that all internet-connected computers are equipped with anti-virus software and are protected by a firewall.

- Back up your information, preferably keeping a secure copy in another location.

- Assess the reliability of those who maintain, operate and guard your systems. Refer to the section on Personnel Security on page 31.

- Consider encryption packages for material you want to protect, particularly if taken offsite – but seek expert advice first.

- Take basic security precautions to prevent software or other sensitive information falling into the wrong hands. Encourage security awareness among your staff, training them

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not to leave sensitive material lying around and to operate a clear desk policy (i.e. desks to be cleared of all work material at the end of each working session).

- Make sure your staff are aware that users can be tricked into revealing information which can be used to gain access to a system, such as user names and passwords.

- Invest in secure cabinets, fit locking doors and ensure the proper destruction of sensitive material.

- Where possible, lock down or disable disk drives, USB ports and wireless connections.

- Ensure computer access is protected by securely controlled, individual passwords by biometrics and passwords.

Businesses can seek advice from the Government website – www.getsafeonline.org

Examples of cyber attacks

- A former systems administrator was able to intercept email between company directors because the outsourced security services supplier failed to secure the system.

- A former employee was able to connect to a system remotely and made changes to a specialist digital magazine, causing loss of confidence among customers and shareholders.

Disposal of sensitive information

Companies and individuals sometimes need to dispose of sensitive information. Some of the material that businesses routinely throw away could be of use to a wide variety of groups including business competitors, identity thieves, criminals and terrorists.

The types of information vary from staff names and addresses, telephone numbers, product information, customer details, technical specifications and chemical and biological data. Terrorist groups are known to have shown interest in the last two areas.

The principal means of destroying sensitive waste are:

Shredding

Shredding machines specified to DIN 32757 – 1 level 4 will provide a shred size of 15mm x 1.5mm suitable for medium to high security requirements.

Incineration

Incineration is probably the most effective way of destroying sensitive waste, including disks and other forms of magnetic and optical media, provided a suitable incinerator is used (check with your local authorities with responsible for security). Open fires are not reliable as material is not always destroyed and legible papers can be distributed by the updraft.

Pulping

This reduces waste to a fibrous state and is effective for paper and card waste only. However, some pulping machines merely rip the paper into large pieces and turn it into a paper maché product from which it is still possible to retrieve information. This is more of a risk than it used to be because inks used by modern laser printers and photocopiers do not run when wet.

There are alternative methods for erasing digital media, such as overwriting and degaussing. For further information visit www.cpni.gov.uk

Before investing in waste destruction equipment you should:

- If you use contractors, ensure that their equipment and procedures are up to standard. Find out who oversees the process, what kind of equipment they have and whether the collection vehicles are double-manned, so that one operator remains with the vehicle while the other collects. Communications between vehicle and base are also desirable

- Ensure that the equipment is up to the job. This depends on the material you wish destroy, the quantities involved and how confidential it is

- Ensure that your procedures and staff are secure. There is little point investing expensive equipment if the people employed to use it are themselves security risks

- Make the destruction of sensitive waste the responsibility of your security department rather than facilities management.

See good practice checklist – Information Security in Appendix 'H'

44

■ sixteen hostile reconnaissance

Operation Lightning is a national intelligence gathering operation to record, research, investigate and analyse:

- suspicious sightings

- suspicious activity

at or near:

- crowded places

or prominent or vulnerable:

- buildings

- structures

- transport infrastructure.

The ability to recognise those engaged in hostile reconnaissance could disrupt an attack and produce important intelligence leads.

Primary Role of Reconnaissance

- obtain a profile of the target location

- determine the best method of attack

- determine the optimum time to conduct the attack

Hostile reconnaissance is used to provide information to operational planners on potential targets during the preparatory and operational phases of terrorist operations.

Reconnaissance operatives may visit potential targets a number of times prior to the attack.

Where pro-active security measures are in place, particular attention is paid to any variations in security patterns and the flow of people in and out.

What to look for.

- significant interest being taken in the outside of your premises including parking areas, delivery gates, doors, entrances and queues.

- groups or individuals taking significant interest in the location of CCTV cameras and controlled areas

- people taking pictures – filming – making notes – sketching of the security measures in and around your premises. Tourists should not necessarily be taken as such and should be treated sensitively, but with caution

- overt/covert photography, video cameras, possession of photographs, maps, blueprints etc, of critical infrastructures, electricity transformers, gas pipelines, telephone cables etc

- possession of maps, global positioning systems, (GPS), photographic equipment, (cameras, zoom lenses, camcorders). GPS will assist in the positioning and correct guidance of weapons such as mortars and Rocket Propelled Grenades (RPGs). This should be considered a possibility up to one kilometre from any target

- vehicles parked outside buildings of other facilities, with one or more people remaining in the vehicle, for longer than would be considered usual

- parking, standing or loitering in the same area on numerous occasions with no apparent reasonable explanation

- prolonged static surveillance using operatives disguised as demonstrators, street sweepers, etc or stopping and pretending to have car trouble to test response times for emergency services, car recovery companies, (AA, RAC etc) or local staff

- simple observation such as staring or quickly looking away

- activity inconsistent with the nature of the building

- noted pattern or series of false alarms indicating possible testing of security systems and observation of response behaviour and procedures, (bomb threats, leaving hoax devices or packages)

- the same vehicle and different individuals or the same individuals in a different vehicle returning to a location(s)

- the same or similar individuals returning to carry out the same activity to establish the optimum time to conduct the operation

- unusual activity by contractor's vehicles

- recent damage to perimeter security, breaches in fence lines or walls or the concealment in hides of mortar base plates or assault equipment, i.e. ropes, ladders, food etc. Regular perimeter patrols should be instigated months in advance of a high profile event to ensure this is not happening

- attempts to disguise identity – motorcycle helmets, hoodies etc, or multiple sets of clothing to change appearance

- consistent use of different paths, and/or access routes across a site. 'Learning the route' or foot surveillance involving a number of people who seem individual but are working together

- multiple identification documents – suspicious, counterfeit, altered documents etc

- non co-operation with police or security personnel

- those engaged in reconnaissance will often attempt to enter premises to assess the internal layout and in doing so will alter their appearance and provide cover stories

- in the past reconnaissance operatives have drawn attention to themselves by asking peculiar and in depth questions of employees or others more familiar with the environment

- **sightings of suspicious activity should be passed immediately to the premises management for CCTV monitoring and the event recorded for evidential purposes.**

Reconnaissance operatives may also seek additional information on:

• width surveys of surrounding streets – exploring the range of tactical options available to deliver the device

• levels of internal and external security – are vehicle/person/bag searches undertaken?

THE ROLE OF THE RECONNAISSANCE TEAM HAS BECOME INCREASINGLY IMPORTANT TO TERRORIST OPERATIONS.

Reconnaissance trips may be undertaken as a rehearsal to involve personnel and equipment that will be used in the actual attack e.g. before the London attacks on 7th July 2005, the bombers staged a trial run nine days before the actual attack.

Reporting suspicious activity to police that does not require an immediate response, contact the ANTI-TERRORIST HOTLINE – 0800 789 321

ANY INCIDENT THAT REQUIRES AN IMMEDIATE RESPONSE – DIAL 999.

■ seventeen high profile events

There may be events, which for various reasons, are deemed to be more high profile than normal day to day operations. This may involve pre-event publicity of the attendance of a VIP or celebrity, resulting in additional crowd density on the event day and the need for an appropriate security response and increased vigilance.

In certain cases the local police may appoint a police Gold Commander with responsibility for the event; who may in turn, appoint a Police Security Co-ordinator (SecCo) and/or a Police Search Advisor (PolSA).

Police Security Co-ordinator - SecCo

The Security Co-ordinator (SecCo) has a unique role in the planning and orchestration of security measures at high profile events.

The SecCo works towards the strategy set by the police Gold Commander and acts as an adviser and co-ordinator of security issues.

A number of options and resources are available to the SecCo, which will include liaison with venue management, identifying all the key individuals, agencies and departments involved in the event as well as seeking advice from the relevant CTSA.

The SecCo will provide the Gold Commander with a series of observations and recommendations to ensure that the security response is realistic and proportionate.

Police Search Adviser - PolSA

The SecCo can deem it necessary to appoint a Police Search Advisor (PolSA) to a high profile event.

The PolSA will carry out an assessment of the venue and nature of the event, taking into consideration an up to date threat assessment and other security issues.

A report, including the PolSA's assessment, recommendations and subsequent search plan will be submitted through the SecCo to the Gold Commander.

■ eighteen **firearm & weapon attacks**

Attacks involving firearms and weapons are still infrequent but it is important to be prepared to cope with such an incident.

The important advice below will help you plan.

In the event of an attack take these four actions:

Stay Safe

- **Under immediate GUN FIRE** – Take cover initially, but leave the area as soon as possible if safe to do so

- **Nearby GUN FIRE** - Leave the area immediately, if possible and it is safe to do so.

- Leave your belongings behind.

- Do not congregate at evacuation points.

COVER FROM GUN FIRE	COVER FROM VIEW
Substantial brickwork or concrete	Internal partition walls
Engine blocks of motor vehicles	Car doors
Base of large live trees	Wooden fences
Earth banks/hills/mounds	Curtains

REMEMBER - out of sight does not necessarily mean out of danger especially if you are not in 'cover from gun fire.'

IF YOU CAN'T ESCAPE - consider locking yourself and others in a room or cupboard. Barricade the door then stay away from it.

If possible choose a room where escape or other movement is possible. Silence any sources of noise, such as mobile phones, that may give away your presence.

See

The more information that you can pass to police the better but NEVER risk your own safety or that of others again. Consider using CCTV and other remote methods where possible to reduce the risk. If it is safe to do so, think about the following:

- Is it a firearm / weapon incident?
- What else are they carrying?
- Moving in any particular direction?
- Are they communicating with others?

- Exact location of the incident.
- Number and description of gunmen.
- Type of firearm -long-barrelled or handgun.
- Number of casualties / people in the area.

Tell

- **LOCAL AUTHORITIES** - contact them immediately by giving them the information shown under 'See'.

- Use all the **channels of communication** available to you to inform staff, visitors, neighbouring premises, etc of the danger.

Act

- Secure your immediate environment and other vulnerable areas.

- Keep people out of public areas, such as corridors and foyers.

- Move away from the door and remain quiet until told otherwise by appropriate authorities or if you need to move for safety reasons, such as a building fire.

Armed Response

In the event of an attack involving firearms or weapons the priority for the armed response is to protect and save lives. Please remember:

- Initially they may not be able to distinguish you from the gunmen.

- Officers may be armed and may point guns at you.

- They may have to treat the public follow their instructions; keep hands in the air / in view.

- Avoid quick movement towards the officers and pointing, screaming or shouting.

Plan

Consider the following when planning for a firearms / weapons incident

1. How you would communicate with staff, visitors, neighbouring premises.

2. What key messages would you give to them in order to keep them safe.

3. Have the ability to secure key parts of the building to hinder free movement of the gunmen.

3. Think about incorporating this into your emergency planning and briefings.

4. Test your plan at least annually.

If you require further information then please liaise with your Local Authorities.

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■ nineteen threat levels

Information about the national threat level is available on the MI5 - Security Service, Home Office and UK Intelligence Community Websites.

Terrorism threat levels are designed to give a broad indication of the likelihood of a terrorist attack. They are based on the assessment of a range of factors including current intelligence, recent events and what is known about terrorist intentions and capabilities. This information may well be incomplete and decisions about the appropriate security response should be made with this in mind.

In particular, those who own, operate, manage or work in bars, pubs and night clubs are reminded that SUBSTANTIAL and SEVERE both indicate a high level of threat and that an attack might well come without warning.

New Threat Level Definitions

CRITICAL	AN ATTACK IS EXPECTED IMMINENTLY
SEVERE	AN ATTACK IS HIGHLY LIKELY
SUBSTANTIAL	AN ATTACK IS A STRONG POSSIBILITY
MODERATE	AN ATTACK IS POSSIBLE BUT NOT LIKELY
LOW	AN ATTACK IS UNLIKELY

Response Levels

Response levels provide a broad indication of the protective security measures that should be applied at any particular time. They are informed by the threat level but also take into account specific assessments of vulnerability and risk.

Response levels tend to relate to sites, whereas threat levels usually relate to broad areas of activity.

There are a variety of site specific security measures that can be applied within response levels, although the same measures will not be found at every location.

The security measures deployed at different response levels should not be made public, to avoid informing terrorists about what we know and what we are doing about it.

There are three levels of response which broadly equate to threat levels as shown below:

CRITICAL	EXCEPTIONAL
SEVERE	HEIGHTENED
SUBSTANTIAL	
MODERATE	NORMAL
LOW	

Response Level Definitions

RESPONSE LEVEL	DESCRIPTION
NORMAL	Routine baseline protective security measures, appropriate to your business and location.
HEIGHTENED	Additional and sustainable protective security measures reflecting the broad nature of the threat combined with specific business and geographical vulnerabilities and judgements on acceptable risk.
EXCEPTIONAL	Maximum protective security measures to meet specific threats and to minimise vulnerability and risk.

What can I do now?

- **carry out a risk and vulnerability assessment that is specific to your bar, pub or nightclub.**

- **identify a range of practical protective security measures appropriate for each of the response levels. Your CTSA can assist you with this.**

- **make use of the good practice checklists on the following pages to assist you in your decision making process.**

The counter measures to be implemented at each response level are a matter for individual premises or organisations and will differ according to a range of circumstances.

All protective security measures should be identified in advance of any change in threat and response levels and should be clearly notified to those staff who are responsible for ensuring compliance.

■ good practice checklists

The following checklists are intended as a guide for those who own, operate, manage or work in bars, pubs and nightclubs to assist them in identifying the hazards and risks associated with counter terrorism planning.

They are not however exhaustive and some of the guidance might not be relevant to all bars, pubs and nightclubs.

The checklists should be considered taking the following factors into account:

• have you consulted your police CTSA, local authority and local fire and rescue service

• who else should be included during consultation?

• which measures can be implemented with ease?

• which measures will take greater planning and investment?

■ appendix a

Housekeeping Good Practice

	Yes	No	Unsure
Have you reviewed the use and location of all waste receptacles in and around your premises, taking into consideration their proximity to glazing and building support structures?			
Do you keep external areas, entrances, exit stairs, reception areas and toilets clean and tidy?			
Do you keep furniture to a minimum to provide little opportunity to hide devices, including under chairs and sofas?			
Are unused offices, rooms and function suites locked?			
Do you use padlocks to secure maintenance hatches, compactors and industrial waste bins when not required for immediate use?			
Do you encourage your staff to remain vigilant at all times for suspicious actions or behaviour?			
Are your reception staff and deputies trained and competent in managing telephoned bomb threats?			
Have you considered marking your first aid fire fighting equipment as **your** property and checked it has not been replaced?			
Do you ensure that your emergency exits cannot be utilised to by-pass any security or screening regime you have in place?			

◼ appendix b

Access Control and Visitors to Bars, Pubs and Nightclubs

	Yes	No	Unsure
Do you prevent all vehicles from entering goods or service areas directly below, above or next to pedestrian areas where there will be large numbers of people, until they are authorised by your security?			
Do you have in place physical barriers to keep all but authorised vehicles at a safe distance and to mitigate against a hostile vehicle attack?			
Is there clear demarcation identifying the public and private areas of your premises?			
Do your staff, including contractors, cleaners and other employees wear ID badges at all times when in the premises?			
Are visitors' badges designed to look different from staff badges?			
Are all visitors' badges collected from visitors when they leave the premises?			
Does a member of staff accompany visitors at all times while in the private areas or your premises?			
Do you adopt a 'challenge culture' to anybody not wearing a pass in your private areas?			
Do you insist that details of contract vehicles and the identity of the driver and any passengers requiring permission to park and work in your premises are submitted in advance?			
Do you require driver and vehicle details of waste collection services in advance?			

■ appendix c

CCTV

	Yes	No	Unsure
Do you constantly monitor your CCTV images or playback recordings for evidence of suspicious activity?			
Do you have your CCTV cameras regularly maintained?			
Do the CCTV cameras cover all entrances and exits to your premises?			
Have you considered the introduction of ANPR to complement your security operation?			
Do you have CCTV cameras covering critical areas in your business, back up generators, cash offices and back of house corridors?			
Do you store the CCTV images in accordance with the evidential needs of the police?			
Could you positively identify an individual from the recorded images on your CCTV system?			
Are the date and time stamps of the system accurate?			
Does the lighting system complement the CCTV system during daytime and darkness hours?			
Do you regularly check the quality of your recordings?			
Have you implemented operating procedures, codes of practice and audit trails?			
Is each CCTV camera doing what it was installed to do?			

■ appendix d

Searching

	Yes	No	Unsure
Do you exercise your search plan regularly?			
Do you carry out a sectorised, systematic and thorough search of your premises as a part of routine housekeeping and in response to a specific incident?			
Does your search plan have a written checklist – signed by the person searching as complete for the information of the premises Manager?			
Does your search plan include toilets, lifts, back of house corridors, car parks and service areas?			
Have you considered a vehicle search regime at goods/service entrances that is flexible and can be tailored to a change in threat or response level?			
Do you conduct overt searches of customers as a visual deterrent or can you implement such a measure if there is an increase in threat/response level?			
Do you make use of your company website/publications to inform contractors, visitors and customers of your searching policies as well as crime prevention and counter terrorism measures?			
Are your searching staff trained and appropriately briefed on their powers and what they are searching for?			
Do you have sufficient staff to search effectively?			
Do you search your evacuation routes and assembly areas before they are utilised?			

■ appendix e

Communication

	Yes	No	Unsure
Are security issues discussed/decided at Board level and form a part of your organisation's culture?			
Do you have a security policy or other documentation showing how security procedures should operate within your business?			
Is this documentation regularly reviewed and if necessary updated?			
Do you regularly meet with staff and discuss security issues?			
Do you encourage staff to raise their concerns about security?			
Do you know your local Counter Terrorism Security Advisor (CTSA) and do you involve him/her in any security developments?			
Do you speak with neighbouring businesses on issues of security and crime that might affect you all?			
Do you remind your staff to be vigilant when travelling to and from work, and to report anything suspicious to the relevant authorities or police?			
Do you make use of your company website, to communicate crime and counter terrorism initiatives, including an advance warning regarding searching?			

What do the results show?

Having completed the various good practice checklists you need to give further attention to the questions that you have answered 'no' or 'don't know' to.

If you answered 'don't know' to a question, find out more about that particular issue to reassure yourself that this vulnerability is being addressed or needs to be addressed.

If you answered 'no' to any question then you should seek to address that particular issue as soon as possible.

Where you have answered 'yes' to a question, remember to regularly review your security needs to make sure that your security measures are fit for that purpose.

■ bomb threat checklist

This checklist is designed to help your staff to deal with a telephoned bomb threat effectively and to record the necessary information.

Visit www.cpni.gov.uk

Actions to be taken on receipt of a bomb threat:

- Switch on tape recorder/voicemail (if connected)

- Tell the caller which town/district you are answering from

- Record the exact wording of the threat:

_____

_____

Ask the following questions:

- where is the bomb right now? _____

- when is it going to explode? _____

- what does it look like? _____

- what kind of bomb is it? _____

- what will cause it to explode? _____

- did you place the bomb? _____

- why? _____

- what is your name? _____

- what is your address? _____

- what is your telephone number? _____

(Record time call completed:)

Where automatic number reveal equipment is available, record number shown:

_____

Inform the premises manager of name and telephone number of the person informed:

_____

Contact the police on 999. Time informed: _____

The following part should be completed once the caller has hung up and the premises manager has been informed.

Time and date of call: _____

Length of call: _____

Number at which call was received (i.e. your extension number): _____

ABOUT THE CALLER

Sex   of   caller: _____

Nationality: _____

Age: _____

THREAT LANGUAGE (tick)

❑ Well spoken?

❑ Irrational?

❑ Taped message?

❑ Offensive?

❑ Incoherent?

❑ Message read by threat-maker?

CALLER'S VOICE (tick)

❑ Calm?

❑ Crying?

❑ Clearing throat?

❑ Angry?

❑ Nasal?

❑ Slurred?

❑ Excited?

❑ Stutter?

❑ Disguised?

❑ Slow?

❑ Lisp?

❑ Accent? If so, what type? _____

❑ Rapid?

❑ Deep?

❑ Hoarse?

❑ Laughter?

❑ Familiar? If so, whose voice did it sound like? _____

BACKGROUND SOUNDS (tick)

❑ Street noises?

❑ House noises?

❑ Animal noises?

❑ Crockery?

❑ Motor?

❑ Clear?

❑ Voice?

❑ Static?

❑ PA system?

❑ Booth?

❑ Music?

❑ Factory machinery?

❑ Office machinery?

❑ Other? (specify) _____

OTHER REMARKS

_____

_____

_____

_____

Signature

_____

Date _____

Print name

_____

■ useful publications and contacts

Publications

Protecting Against Terrorism (3rd Edition)

This publication gives general protective security advice from the Centre for the Protection of National Infrastructure (CPNI). It is aimed at businesses and other organisations seeking to reduce the risk of a terrorist attack, or to limit the damage terrorism might cause. The booklet is available in PDF format and can be downloaded from www.cpni.gov.uk

Personnel Security: Managing the Risk

This has been developed by the CPNI. It outlines the various activities that constitute a personnel security regime. As such it provides an introductory reference for security managers and human resource managers who are developing or reviewing their approach to personnel security. The booklet is available in PDF format and can be downloaded from www.cpni.gov.uk

Expecting the Unexpected

This guide is the result of a partnership between the business community, police and business continuity experts. It advises on business continuity in the event and aftermath of an emergency and contains useful ideas on key business continuity management processes and a checklist.

Secure in the Knowledge

This guide is aimed mainly at small and medium-sized businesses. It provides guidance and information to help improve basic security. Ideally it should be read in conjunction with Expecting the Unexpected which is mentioned above. By following the guidance in both booklets, companies are in the best position to prevent, manage and recover from a range of threats to their business. Both booklets are available to download at www.cpni.gov.uk

Contacts

National Counter Terrorism Security Office
www.nactso.gov.uk

Centre for the Protection of National Infrastructure
www.cpni.gov.uk

Centre for Applied Science and Technology
www.gov.uk

Health and Safety Executive
www.hse.gov.uk

The Business Continuity Institute
www.thebci.org

London Prepared
www.london.gov.uk

Association of Chief Police Officers
www.acpo.police.uk

Get Safe Online
www.getsafeonline.org

The Security Service
www.mi5.gov.uk

Police Scotland
www.scotland.police.uk

Security Industry Authority
www.sia.homeoffice.gov.uk

Prepare for Emergencies - Cabinet Office
www.gov.uk

Chief Fire Officers Association
www.cfoa.org

Home Office
www.gov.uk

Counter Terrorism Command – Anti Terrorism Hotline: 0800 789 321

WITHDRAWN 2017

Acknowledgments

With thanks to the following for their knowledge, expertise and time

CPNI
Centre for the Protection
of National Infrastructure

Home Office