WITHDRAWN 2017

# Counter Terrorism Protective Security Advice

*for Shopping Centres*

ASSOCIATION OF **CHIEF POLICE OFFICERS**

**POLICE** SCOTLAND

produced by

# NaCTSO
National Counter Terrorism Security Office

# ■foreword



**The National Counter Terrorism Security Office (NaCTSO), on behalf of ACPO (TAM), works in partnership with MI5 (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 communities, police and government stakeholders

• contribute to the development of counter-policy and advice.

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# one introduction

This guide provides protective security advice to those who own, operate, manage or work in shopping centres. It aids centres which 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 shopping centres, are likely to feature in the attack plans of terrorist organisations in the future; as they are usually locations with limited protective security measures and therefore afford the potential for mass fatalities and casualties.**

Although attacks have so far been infrequent, it is possible that your shopping centre could be involved in a terrorist incident. This might include having to deal with a bomb threat or with suspect items sent through the post or left in or around the centre.

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

It is recognised that there is a need to maintain a friendly and welcoming atmosphere within shopping centre environments and this guide is not intended to create a 'fortress mentality'. There is however a balance to be achieved where security management are informed that there are robust protective security measures available to mitigate against the threat of terrorism, e.g. vehicle access controls at goods/service entrances.

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 shopping centres in the UK.

## Law, Liability and Insurance.

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

**Criminal prosecution and heavy penalties** under health and safety laws for companies and individuals who own or run retail outlets 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 shopping centres 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 retail tenants 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 shoppers 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 upper limit, there is every incentive for victims to seek to make up any shortfall through direct legal action against centre 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 by several years.**

**Business continuity** – planning is essential in ensuring that your shopping centre is able to 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 shopping centres 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 less than robust, responsible and professional priority to best protecting 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 shopping centre 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 at their shopping centres. This document identifies and complements such good practice measures.

This guide recognises that shopping centres 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 shopping centre, 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 shopping centre is 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

Management already has a responsibility under Section 15 Health and Safety at Work Act 1974  and the Regulatory Reform (Fire Safety) Order 2005.

With regard to protective security, the best way to manage the hazards and risks to your shopping centre 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 shopping centres, simple good practice – coupled with vigilance 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.mi5.gov.uk

- is there anything about the location of your shopping centre, its tenants, 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 shopping centre?

- does your location mean that you may suffer business disruption 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 the threat and response levels to your staff?

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

Your priorities for protection should all under the following categories:

- people (visitors, staff, contractors)

- physical assets (the fabric of your shopping centre and its contents)

- information (electronic and non-electronic data)

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

You should already know what is important to your operation.  It may be something tangible – for example, the control room suite, the IT system or a piece of equipment that is essential to keep your business running.  Or it may be less tangible, such as continued free access for the public.

You may already have plans in place to safeguard your most important assets from other threats.  For example:

- you should already have contingency plans to deal with any incident likely to prejudice public safety or disrupt the normal operation of your shopping centre e.g. fire, bomb threat and crime

- you should have procedures for assessing the reliability and integrity of those you wish to employ

- you may have taken steps to protect your IT systems from viruses and hackers; these systems should be regularly updated

- you should have a policy and procedures in place to limit individuals' access to your sensitive information.

• 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.

If you have reason to believe that you are at greater risk of attack because of the nature of your business or the location of your premises, consider what others could find out about your vulnerabilities, such as:

• what information about you is in the public domain, e.g. on the internet or in public documents?

• what published facts point to installations or services that are vital to the continuation of your business?

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 49).

## Step Three:  Identify measures to reduce risk

An integrated approach to security is essential. You need to protect those aspects of your business that are critical, which will always include your staff. This involves:

• physical security

• information security and

• personnel security (i.e. good personnel practices)

There is little point investing in costly security measures if they can be easily undermined by a disaffected insider, or by a lax recruitment policy.

Remember, **TERRORISM IS A CRIME**. Many of the security precautions typically used to deter criminals are also effective against terrorists. This means that you may already have a good security regime on which you can build.

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 shopping centre (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.

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

# ■ three security planning



It is recognised that for the majority of shopping centres responsibility for the implementation of protective security measures following a vulnerability and risk assessment will fall on a Security Manager within the shopping centre management team, who 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 shopping centre's exterior security, access control, contingency plans etc, so that the terrorist dimension is taken into account. The Security Manager must similarly be consulted over any new building or renovation work, so that counter terrorism specifications, e.g. concerning glazing and physical barriers can be factored in, taking into account any planning and safety regulations as well as the Regulatory Reform (Fire Safety) Order 2005.

**The Security Manager at most shopping centres 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 deputies and conducting briefings/debriefings

- conducting regular reviews of the plans.

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, as 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.

During the development and review of plans it is also advisable to discuss them with other occupants of the shopping centre (cinemas, restaurants etc) and with neighbours as well as to consult all the emergency services and your local authority.

## Creating your Security Plan

The Security Manager 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 or event
- a search plan
- evacuation plans and details on securing the shopping centre 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 – Large Places of Assembly' guidance document.

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

1. **Do not touch suspicious items**
2. **Move 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.**

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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 CCTV, intruder alarms, computer security and lighting, to specialist solutions such as mail screening 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.

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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.

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## Action you should consider

Contact your Counter Terrorism Security Advisor (CTSA) 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 necessary 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 shopping centre.

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 49.

### Access control

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

Routine searching and patrolling of premises presents another level of vigilance; covering both internal and external areas. Keep patrols regular, though not too predictable (i.e. every hour on the hour). See Search Planning on page 29.

The screening of hand baggage is a significant deterrent that may be a suitable protective security consideration for a shopping centre as a last resort at a time when the level of threat is at its highest.

### Traffic and parking controls

If you believe you might be at risk from a vehicle bomb, the basic 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 41.

## 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. Consideration should also be given to alarms. Remember that glazed doors are only as strong as their weakest point, which may be the glazing.

Doors that are not often used should be internally secured ensuring compliance with relevant fire safety regulations and their security monitored within an alarm system. As 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 injuries 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.

## Integrated security systems

Intruder alarms, CCTV and lighting are commonly used to deter, 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 part 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 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 be used in court.

External lighting provides an obvious means of deterrence as well as detection, but take into account the impact of additional lighting on neighbours. If it is carefully designed and used, external lighting will help security staff and improve the capabilities of CCTV 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 shopping centre 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 around the shopping centre 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 and make sure they are clearly covered and monitored by your CCTV system and operators

- the use of clear bags for waste disposal is a further alternative as it provides an easier opportunity for staff to conduct an initial examination for 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 – lifts, entrances, reception areas, stairs, halls, lavatories, washrooms – clean and tidy, as well as service corridors and yards

- keep the furniture in such areas to a minimum – ensuring that there is little opportunity to hide devices, including under chairs and sofas.

- temporary information stands and kiosks should be searched before and after use and secured or moved when unattended

- 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 shopping centres 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 shopping centre security or management in advance

- pruning all 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 shopping centre property and check that they have not been interfered with or replaced

- shopping centre management should identify a secondary secure location for a Control Room as part of their normal contingency plans

- all shopping centre security systems should have an Uninterrupted Power Supply (UPS) available and regularly tested.

See Good Practice checklist – Housekeeping in Appendix 'A'

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# six 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 private areas within the shopping centre, 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 shopping centre.

## 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 if 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 at Work Act 1974

## 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'
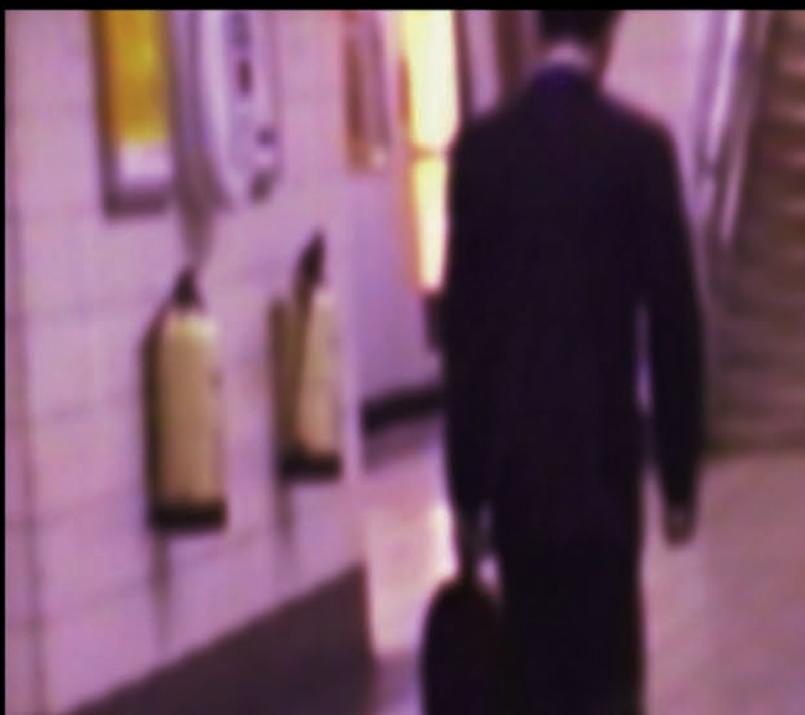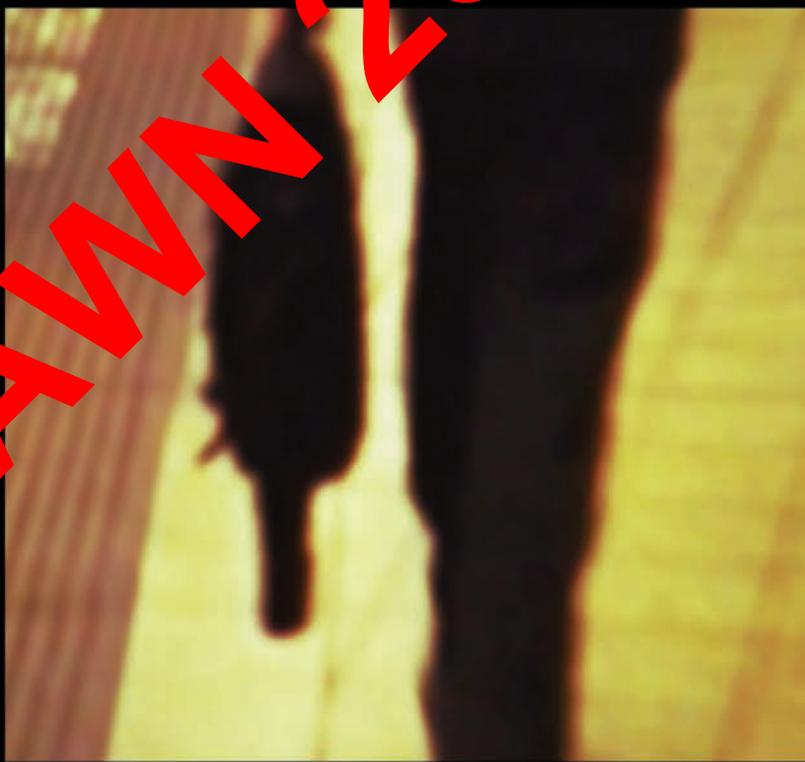
# seven cctv guidance

**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 shopping centre integrated with those used to monitor customer movement?

- have you considered the introduction of an Automatic Number Plate Reader (ANPR) capability to 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), 'Performance Requirements for Digital CCTV Systems' (Ref: 09/05), and 'Performance Testing of CCTV Systems' (Ref: 14/95).

Further CCTV guidance including control room layout and design is available from the British Council of Shopping Centres BCSC

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

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.

With more organisations moving toward digital CCTV systems, have you liaised with your local police to establish that your system software is compatible with theirs to allow retrieval and use of your images for evidential purposes?

**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

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

- keep recordings for at least 31 days

- ensure the images are recorded to the appropriate standard for either observation, - recognition or identification -

- ensure that any cameras are correctly positioned to capture the images required

- 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 may 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.

# ■ eight mail handling

**Most shopping centres receive large amounts of mail and other deliveries and this offers an attractive route into your shopping centre for terrorists.**

## Delivered Items

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

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

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### Indicators to Suspicious 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 similar 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 has more than the appropriate value of stamps for its size and weight

- 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 ungummed gap of 3-5mm at the corners)

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

- there is a smell, particularly of almonds or marzipan

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

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## 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 spheres 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.

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### What you can do:

- the precise nature of the incident (chemical, biological or radiological) may not be readily apparent. Keep your response general and wait for expert help from the emergency services

- review plans for protecting staff 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 emergency services on the day

- plan for the shutdown of systems that may contribute to the movement of airborne hazard (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 minimise the risk of inadvertent cross-contamination

- ask people to remain in situ – though you cannot contain them against their will

- you do not need to make any special arrangements beyond normal first aid provision. The emergency services will take responsibility for treatment of casualties.

## 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 police Counter Terrorism Security Adviser (CTSA) on the threat and on 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 the centre

- 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 that all sources of incoming mail (e.g. Royal 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 mail scanners may detect devices for spreading chemical, biological, and radiological (CBR) material (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 opening 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.

# ■ nine search planning

Searches of shopping centres 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.
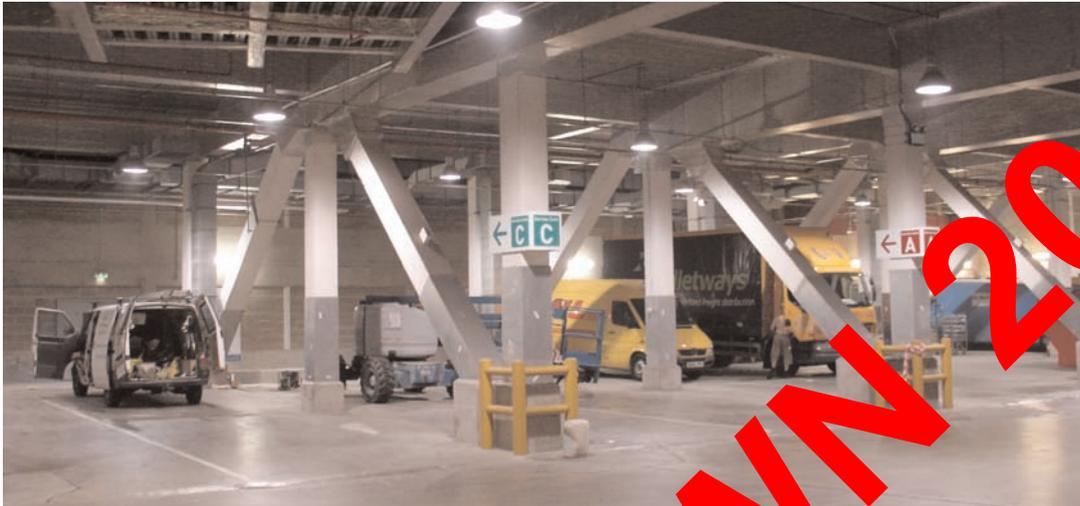


As previously mentioned under Security Planning, it is recognised that for the majority of shopping centres responsibility for the implementation of a search planning, following a vulnerability and risk assessment, will fall upon the Security Manager.

The following advice is generic for most shopping centres, 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 shopping centre 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 shopping centres.   (See High Profile Events page 53). 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 on site 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 shopping centre into sectors.   If the centre is organised into departments and sections, these should be identified as separate search 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 shopping centre Security 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 the search. You can:

• send a message to the search teams over a public address system   (these messages 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 location, but the general "golden rules"  are:**

• do not touch the item or move it

• move away from it immediately and keep customers away

• communicate what has been found to the Security Manager, using hand-held radios or mobiles only once out of the immediate vicinity and line of sight of the suspect item

• remain on hand to brief police on the exact location and its description.

• the Security Manager should liaise with the first police officers on the scene regarding safe evacuation distances.

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 POLSA.

See Good Practice Checklist – Searching in Appendix 'D'

# ■ ten 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 shopping centre**
- **a threat received elsewhere** and passed on to you by the police
- **discovery of a suspicious item in the shopping centre** (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 right 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 your Security 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 may 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 (e.g. a letter bomb found in the post room)
- 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 leave 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.

Shopping centre 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 into protected spaces is often safer than evacuating them into 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.

# ▪ eleven personnel security

Some external threats, whether from criminals, terrorists, or competitors seeking a business advantage, may rely upon the co-operation of an 'insider'.

This could be an employee or any contract or agency staff (e.g. cleaner, caterer, security guard) who has authorised access to your premises. If an employee, he or she may already be working for you, or may be someone newly joined who has infiltrated your organisation in order to seek information or exploit the access that the job might provide.

If you contract in security staff, CCTV operators and door supervisors, they must be licensed by the Security Industry Authority SIA. For CCTV operators this only applies if the CCTV equipment is deployed into fixed positions or has a pan, tilt and zoom capability and where operators:

- proactively monitor the activities of members of the public whether they are in public areas or on private property

- use cameras to focus on the activities of particular people either by controlling or directing cameras to an individual's activities

- use cameras to look out for particular individuals

- use recorded CCTV images to identify individuals or to investigate their activities.

Since 20 March 2006, contract CCTV operators must carry an SIA CCTV (Public Space Surveillance) licence – it is illegal to work without one. Your security contractor should be aware of this and you should ensure that only licensed staff are supplied.

Much of the following advice simply reflects good recruitment and employment practice. During the recruitment process you should ask each candidate to:

- confirm their full name, date of birth and address with a supporting official document such as a full current ten year passport or British photo card driving licence. Other useful identifying documents are P45 or P60, credit card with recent statements, birth certificate, cheque book and bank card with signature and bank statements (account documentation from any UK financial institution is particularly useful as they will usually have made their own checks before opening an account under the 'Know Your Customer' regulations). Ask to see a recent utility bill(s) confirming the given address in the individual's name. **Do not accept** as proof of identity any duplicate or photocopied documents, an international driving licence, an old British visitor's passport or a birth certificate issued more than six weeks after birth

- give their national insurance number or other government issued unique personal identifying number such as a National Health Insurance number

- give evidence of academic or professional qualifications or licenses. Take up any references from schools, colleges, universities and previous employers (again, insist on originals) and check with the originators that they are genuine

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- give full details of previous employers (name, address and date) covering at least the past three years

- give details of unspent convictions, where allowed under the Rehabilitation of Offenders Act 1974. In certain circumstances – for example, where the post involves working with children or vulnerable adults employers who are registered with the Criminal Records Bureau (CRB) may seek details on the applicant's spent convictions. Remember, however, that a conviction – spent or unspent – need not be a bar to employment

- to provide proof of the right to work in the UK if relevant. For European Economic Area (EEA) nationals, ask to see their national identity card or passport and Home Office documentation confirming immigration status and permission to work

**Having obtained this information, check it:** the increasing availability of reasonably good quality false documentation on the Internet has made establishing identity more of a problem than it used to be. Also look out for any obvious gaps and inconsistencies in the applicant's employment or residential history.

All this will take time, so if you need the candidate to start quickly or an offer of employment is made, then make the satisfactory completion of the checks a condition of employment. In all cases, remind applicants that supplying false information, or failing to disclose relevant information, could be grounds for dismissal and could amount to a criminal offence.

Personnel procedures intended to prevent criminal activity or terrorism may be regarded as unwelcome and intrusive. Whatever the circumstances, measures should be demonstrably proportionate to the perceived risks and, as far as possible; staff should understand the risks and accept the measures taken to mitigate them.

**Think along the following lines.**

- make it easy for staff to discuss their concerns confidentially and informally

- encourage managers and staff to be alert to anything unusual in employees' behaviour or attitudes, reassuring them that any information will be handled sensitively and confidentially. Note that any action taken as a result of such concerns must be in accordance with employment law

- operate a security awareness programme to remind managers and staff of potential threats, both internal and external, and of their roles in countering them

- permit access to sensitive locations, assets or information only to those who genuinely need it

- consider imposing physical controls to restrict access to particularly sensitive areas, or random searching on entry and exit of staff in such areas. Explain the reasons behind such intrusive action.

After recruitment it is important that staff are monitored and supervised to identify any changing or suspicious behaviour that might suggest unreliability or conflict of interest. Ongoing personnel security is best achieved by creating a culture in which security is important and accepted. It should be easy for staff and managers to discuss their concerns and problems confidentially and informally and to voice any concerns they may have about others.

You may want to consider some form of confidential reporting line, sometimes known as whistle blowing.

Staff might be affected by altered circumstances that compromise their trustworthiness regardless of their professional standing and previous reliability. This can be the result of a wide range of life events, from stressful personal or working circumstances to deliberate recruitment by malicious third parties.

Circumstances leading to vulnerability might be subtle and difficult to recognise but could include financial difficulty, peer, family or external group pressure and perceptions of unfairness at work.

## Other potential warning signs to watch out for are:

- drug or alcohol misuse

- expressions of support for extremist views, actions or incidents particularly when violence is advocated

- major unexplained changes in lifestyle or expenditure

- sudden loss of interest in work, or overreaction to career changes and disappointments

- manifestations of stress such as excessively-emotional behaviour

- unusual interest in security measures or areas of work outside their normal remit

- changes in working patterns, for instance working alone or at unusual hours, and reluctance to take holidays

- frequent unexplained absences

- repeated failure to follow recognised procedures

- sudden or marked change in religious, political or social affiliation or practice which has an adverse impact on the individual's performance or attitude to security.

Individual cases will have unique features and it may take a combination of behaviours and attitudes to warrant further concern. It is important to note that some of these signs may be the result of ill-health. You should allow for this in your consideration of them.

You may also wish to consider whether to undertake checks for existing staff where this has not already been done to a satisfactory level.

If you have serious reason to suspect that you are being bugged or subject to other forms of electronic eavesdropping, do not report your suspicions over a telephone or from the place that you suspect. Use a public telephone box or mobile phone away from the building in question.

There are some commercial security firms that can sweep your premises and equipment, but report any serious suspicions of espionage on behalf of terrorists or foreign powers to the police.

## Contractors and agency staff

The use of contractors and agency staff for an increasing range of services (e.g. IT support, cleaning, catering, security guarding and consultancy) can create additional vulnerabilities and expose organisations to greater personnel security risks. While some agencies may be careful in their selection procedures, the less rigorous are open to exploitation by terrorists and sympathisers. Therefore, you should:

- make it a contractual obligation that contractors validate the identities and bona fides of their staff

- conduct regular monitoring of your contractor's compliance with the contract

- establish that the contractor is part of a recognised professional organisation responsible for accrediting standards in that industry

- confirm that the individual sent by the contractor or agency is the person who actually turns up. For instance, ask the contractor to provide an authenticated photo of the individual, together with their full name, in advance of arrival. Ask the individual to provide photo ID that can be checked on entry

- provide passes (with a photo) to contract and agency staff, once you are satisfied that the person who turns up on the day is genuine. The pass must be worn at all times. Ideally, the employer should retain the pass between visits and hand it over only once the photo has been checked

- agree a procedure for substituting contract and agency staff with temporary replacements when the usual contract staff are away or ill; consider whether the replacement's duties or access need to be restricted

- supervise where possible contract and agency staff whenever they are on the premises and particularly if they have access to sensitive areas

- nominate a permanent member of staff to be responsible in personnel terms for contract and agency staff (i.e. not merely for overseeing delivery of the contract), so that potential problems, such as conflicts of loyalty, may be identified and addressed early

- if an individual's role requires them to access privileged information, or control large financial transactions, consider a staged approach to that access.

See Good Practice Checklist – Personnel Security in Appendix 'E'.

# ■ twelve information security

The theft, copying or destruction of information is a growing problem for many organisations. Your confidential information may be of interest to business competitors, criminals, foreign 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 protective measures you should:**

- assess the threat and your vulnerabilities. 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 basic security measures to protect paper-based information, such as operating a clear desk policy, not leaving sensitive information lying around or displayed on notice boards, using secure cabinets, locking appropriate doors and giving guidance to staff, especially those who have to take information off the premises.

## Cyber attacks *could:*

- allow the attacker to remove 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 hardware or software devices 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:*

### Hacking

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

## Malicious software

The techniques and effects of malicious software (e.g. viruses, worms, trojans) are as variable as they are widely known. The use of e-mail, systems that interconnect, external contractors and remote access (e.g. for home working) allows virus infections to spread ever more widely and rapidly.

## Malicious modification of hardware

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

## 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.

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### What to do

- 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, page 33)

- consider encrypting packages for material you want to protect, particularly if taken off-site – 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 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 or by biometrics and passwords.

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Organisations can seek advice from the Government website - www.getsafeonline.org

### Examples of cyber attacks

- a former systems administrator was able to intercept e-mail between company directors because the outsourced security services supplier had 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, information falling under the Data Protection Act, 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

A cross-cutting shredder should be used so that no two adjacent characters are legible. This produces a shred size of 15mm x 4mm assuming a text point size of 12.

### 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 authority).

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 papier 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 to destroy, the quantities involved and how confidential it is

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

- make the destruction of sensitive waste the responsibility of your security management.

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

# ■ thirteen 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 casualities 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 spot of the explosion.

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**What you can do**

If you think your shopping centre 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 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

- ensure that delivery vehicles arriving at your centre are expected by the receiving unit retailer before they are granted access into goods/service areas

- consider a vehicle search regime at goods/service entrances that is flexible and can be tailored to a change in threat or response level. It may be necessary to carry out a risk assessment for the benefit of security staff who may be involved in vehicle access control

- do what you can to make your shopping centre blast resistant, paying particular attention to windows. Have the structures 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 Advisor (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**

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- 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

- 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'

# fourteen chemical, biological and radiological (CBR) attacks

Since the early 1990s, concern that terrorists might use CBR materials as weapons has steadily increased. The hazards are:

### Chemical

Poisoning or injury caused by chemical substances, including ex-military chemical warfare agents or legitimate but harmful household or industrial chemicals.

### Biological

Illnesses caused by the deliberate release of dangerous bacteria, viruses or fungi, or biological toxins such as the plant toxin ricin.

### Radiological

Illnesses caused by exposure to harmful radioactive material contaminating the environment.

A radiological dispersal device (RDD), often referred to as a 'dirty bomb', is typically a device where radioactive materials are combined with conventional explosives. Upon detonation, no nuclear explosion is produced but, depending on the type of the radioactive source, the surrounding areas become contaminated.

As well as causing a number of casualties from the initial blast, there may well be a longer-term threat to health. A number of terrorist groups have expressed interest in, or attempted to use, a 'dirty bomb' as a method of attack.

Much of the CBR-related activity seen to date has either been criminal, or has involved hoaxes and false alarms. There has so far only been a few examples of terrorists using CBR materials. The most notable are the 1995 sarin gas attack on the Tokyo subway, which killed twelve people, and the 2001 anthrax letters in the United States, which killed five people. See further information

CBR weapons have been little used so far, largely due to the difficulty in obtaining the materials and the complexity of using them effectively. Where terrorists have tried to carry out CBR attacks, they have generally used relatively simple materials. However, Al Qaida and related groups have expressed a serious interest in using CBR materials. The impact of any terrorist CBR attack would depend heavily on the success of the chosen dissemination method and the weather conditions at the time of the attack.

The likelihood of a CBR attack remains low. As with other terrorist attacks, you may not receive prior warning of a CBR incident. Moreover, the exact nature of an incident may not be immediately obvious. First indicators may be the sudden appearance of powders, liquids or strange smells within the building, with or without an immediate effect on people.

Good general physical and personnel security measures will contribute towards resilience against CBR incidents. Remember to apply appropriate personnel security standards to contractors, especially those with frequent access to your site.

**What you can do**

- review the physical security of your air-handling systems, such as access to intakes and outlets

- improve air filters or upgrade your air-handling systems, as necessary

- restrict access to water tanks and other key utilities

- review the security of your food and drink supply chains

- consider whether you need to make special arrangements for mail or parcels, e.g. a separate post room, possibly with dedicated air-handling, or even a specialist off-site facility. (See Mail Handling on page 25)

- the Home Office advises organisations against the use of CBR detection technologies as part of their contingency planning measures at present. This is because the technology is not yet proven in civil settings and, in the event of a CBR incident, the emergency services would come on scene with appropriate detection and advise accordingly. A basic awareness of CBR threat and hazards, combined with general protective security measures (e.g. screening visitors, CCTV monitoring reception and entrance areas, being alert to suspicious letters and packages) should offer a good level of resilience. In the first instance, seek advice from your local police force CTSA

- if you have a designated protected space this may also be suitable as a CBR shelter, but seek specialist advice from your local police force CTSA before you make plans to use it in this way

- consider how to communicate necessary safety advice to staff and how to offer reassurance. This needs to include instructions to those who want to leave, return to or enter the building.

# ■ fifteen 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 shopping centre through goods/service entrances, pedestrian entrances or shop fronts

- denying access to any vehicle that arrives at your goods/service entrances without prior notice and holding vehicles at your 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 site, 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.

See Hostile Reconnaissance - page 49

# ◼ sixteen firearm and weapon attacks

Terrorist use of firearms and weapons is still infrequent, but it is important to consider this method of attack and be prepared to cope with such an incident. Below is some general guidance to aid your planning in this area.

## Stay Safe

- Find the best available ballistic protection.
- Remember, out of sight does not necessarily mean out of danger, especially if you are not ballistically protected.

| GOOD COVER | BAD COVER |
|---|---|
| Substantial Brickwork or Concrete | Internal Partition Wa... |
| Engine Blocks | Car Doors |
| Base of Large Live Trees | Wooden Fenc... |
| Natural Ground Undulations | Glazin... |

## See

- It is a firearms / weapons incident.
- Exact location of the incident.
- Number of gunmen.
- Type of firearm - are they using ... barrelled weapon or handgun
- Direction of travel - are they mov... g ... any particular direction

Consider the use of CCTV and ... her re...ote methods of confirmation reducing vulnerabilities to staff.

## Tell

- **Who** - Imm...diately c...ntact the police by calling 999 or via your control room, giving them the in...matio... sho... under **Confirm**
- **How** - ...ll the ...hannels of communication available to you to inform visitors and staff of the ...ger.
- **Plan** ...or a firearms / weapons incident.
    1. How you would communicate with staff and visitors
    2. What key messages would you give to them in order to keep them safe.
    3. Think about incorporating this into your emergency planning and briefings

- **Test** - your plan before you run your event

## Act

- As far as you can, limit access and secure your immediate environment.
- Encourage people to avoid public areas or access points. If your have rooms at your location, lock the doors if possible and remain quiet.

See Physical Security on page 15.

If you require further information please liaise with your Counter Terrorism Security Advisor (CTSA) .

# ■ seventeen 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.

Security 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 shopping centres 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 Adviser when considering improvements to their shopping centre and/or its environs.

See Good Practice Checklist – Communication in Appendix 'G'

# ■ eighteen 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 shopping centre including parking areas, delivery gates, doors and entrances

- 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 at shopping centres. 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 time 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 alerts, leaving hoax devices or packages)

- the same vehicle and different individuals or 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 shopping centre control room 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.**

# ◼ nineteen 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 Adviser (**PolSA**).



## Police Security Co-ordinator

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 shopping centre 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 advisor

The **SecCo** can deem it necessary to appoint a Police Search Adviser (**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.

# ■ twenty threat levels

As of 1st August 2006, information about the national threat level is available on the 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, shopping centre management 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 shopping centre.**

- **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 shopping centres 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 level, 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 shopping centre owners and management 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 shopping centres.**

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 shopping centre, taking into consideration their proximity to glazing and building support structures? | | | |
| Do you keep external areas, entrances, exits, 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 screen all your mail and can you isolate your mail processing area? | | | |
| 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 shopping centre property and checked it has not been replaced? | | | |

# ■ appendix b

## Access Control and Visitors to Shopping Centres

| | 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 shopping centre? | | | |
| Do your staff, including contractors, cleaners and other employees wear ID badges at all times when in the shopping centre? | | | |
| 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 enter and work in your shopping centre are authorised in advance? | | | |
| Do you require driver and vehicle details of waste collection services in advance? | | | |
| Do all visitors to your management suite or control room have to report to a reception area before entry and are they required to sign in and issued with a visitor pass? | | | |
| Are visitors' badges designed to look different from staff badges? | | | |
| Are all visitors' badges collected from visitors when they leave the centre? | | | |
| Does a member of staff accompany visitors at all times while in the private areas of the centre? | | | |

WITHDRAWN 2017

# appendix C

## CCTV

| | Yes | No | Unsure |
|---|---|---|---|
| Do you constantly monitor your CCTV images or playback overnight recordings for evidence of suspicious activity? | | | |
| Do you have your CCTV cameras regularly maintained? | | | |
| Do the CCTV cameras cover the entrances and exits to your shopping centre? | | | |
| Have you considered the introduction of ANPR to complement your security operation? | | | |
| Do you have CCTV cameras covering critical areas in your business, such as server rooms, 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? | | | |
| Are your 'contracted in' CCTV operators licensed by the Security Industry Authority (SIA)? | | | |
| 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 shopping centre as a part of routine housekeeping and in response to a specific incident? | | | |
| Does your search plan have a written checklist – signed by the searching officer as complete for the information of the Security 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 random overt searches of vehicles as a visible deterrent? | | | |
| Do unit retailers, bars, restaurants and kiosks have their own search procedure with notification to shopping centre management when complete? | | | |
| Do you make use of your website/publications to inform contractors, visitors, of your searching policy, as well as crime prevention and counter terrorism messages? | | | |
| Do you have a policy to refuse entry to any vehicle whose driver refuses a search request? | | | |
| Are your searching staff trained and properly 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? | | | |

WITHDRAWN 2017

# ■ appendix e

## Personnel Security

| | Yes | No | Unsure |
|---|---|---|---|
| **During recruitment you should require:** | | | |
| Full name | | | |
| Current address and any previous addresses in last five years | | | |
| Date of birth | | | |
| National Insurance number | | | |
| Full details of references (names, addresses and contact details) | | | |
| Full details of previous employers, including dates of employment | | | |
| Proof of relevant educational and professional qualifications | | | |
| Proof of permission to work in the UK for non-British or non-European Economic Area (EEA) nationals | | | |
| **Do you ask British citizens for:** | | | |
| Full (current) 10-year passport | | | |
| British driving licence (ideally the photo licence) | | | |
| P45 | | | |
| Birth Certificate – issued within six weeks of birth | | | |
| Credit card – with three statements and proof of signature | | | |
| Cheque book and bank card – with three statements and proof of signature | | | |
| Proof of residence – council tax, gas, electric, water or telephone bill | | | |
| **EEA Nationals:** | | | |
| Full EEA passport | | | |
| National Identity Card | | | |
| **Other Nationals:** | | | |
| Full Passport and | | | |
| A Home Office document confirming the individual's UK Immigration status and permission to work in UK | | | |

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# ■ appendix f

## Information Security

| | Yes | No | Unsure |
|---|---|---|---|
| Do you lock away all business documents at the close of the business day? | | | |
| Do you have a clear-desk policy out of business hours? | | | |
| Do you close down all computers at the close of the business day? | | | |
| Are all your computers password protected? | | | |
| Do you have computer firewall and antivirus software on your computer systems? | | | |
| Do you regularly update this protection? | | | |
| Have you considered an encryption package for sensitive information you wish to protect? | | | |
| Do you destroy sensitive data properly when no longer required? | | | |
| Do you back up business critical information regularly? | | | |
| Do you have a securely contained back up at a different location from where you operate your business? (Full back up procedure) | | | |
| Have you invested in secure cabinets for your IT equipment? | | | |

WITHDRAWN 2017

# ■ appendix g

## 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 Adviser (CTSA) and do you involve him/her in any shopping centre or 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 website, to communicate crime and counter terrorism initiatives, including an advance w 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.mi5.gov.uk to download a PDF and print it out.

**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 Safety Officer - 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 Safety Officer (or, if the Safety Officer is not available, the police) 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
This gives general protective security advice from the Centre for the Protection of the Critical National Infrastructure CPNI. The document provides guidance to businesses and other organisations seeking to reduce the risk of a terrorist attack, or to limit the damage terrorism might cause. www.cpni.gov.uk

### Planning to Manage a Major Incident
This guide is produced by the British Council of Shopping Centres and is aimed at owners and managers of retail centres and encourages self-development of plans to mitigate the adverse effect of major incidents on public safety and business continuity. Further information can be obtained from www.bcsc.org.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.nactso.gov.uk

### Personnel Security - Managing the Risk
This booklet has been developed by the Centre for the Protection of the National Infrastructure. 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

## Contacts

**National Counter Terorrism Office**
www.nactso@gov.uk

**MI5 - Security Service**
www.mi5.gov.uk

**Home Office**
www.gov.uk

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

**Centre for Applied Science and Technologies**
www.gov.uk

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

**Information Security**
www.getsafeonline.org

**British Council of Shopping Centres**
www.bcsc.org.uk

**The Business Continuity Institute**
www.thebci.org

**Local Resilience Forums**
www.gov.uk

**London Prepared**
www.london.gov.uk

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

**Dept for Communities & Local Government**
www.gov.uk

**Chief Fire Officers Association**
www.cfoa.org.uk

**Anti Terrorist Branch - Confidential Hotline 0800 789 321**

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**BCSC**
SHAPING RETAIL PROPERTY

**Home Office**

**SECURITY**SERVICE
MI5