




Counter Terrorism Protective Security Advice

for Commercial 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 the Association of Chief Police Officers, Terrorism and Allied Matters (ACPO TAM), works in partnership with the 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 sector.

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 stake holders.
- Contribute to the development of the CT policy and advice.

contents

one introduction

This guide is intended to give protective security advice to those who are responsible for security in commercial centres. It is aimed at those places where there may be a risk of a terrorist attack either because of the nature of the building, it's location or the number of people who work in it. The guide seeks 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.

It is accepted that the concept of absolute security is almost impossible to achieve in combating the threat of terrorism, but it is possible, through the use of this guidance, to reduce the risk to as low as reasonably practicable.

Terrorist attacks in the UK are a real and serious danger. The terrorist incidents in the Haymarket, London on Friday 29th June 2007 and at Glasgow Airport on Saturday 30th June 2007 indicate that terrorists continue to target crowded places; as they are usually locations with limited protective security measures and therefore afford the potential for mass fatalities and casualties. Furthermore, these incidents identify that terrorists are prepared to use vehicles as a method of delivery and will attack sites outside London.

It is possible that your commercial centre could be the target of a terrorist incident. This might include having to deal with a bomb threat or with suspicious items left in or around the area.

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

It is recognised that there is a desire to make places of work and business as accessible as possible and to ensure there is a welcoming atmosphere within. This guide is not intended to create a 'fortress mentality'. There is however a balance to be achieved where those responsible for security are informed that there are robust protective security measures available to mitigate against the threat of terrorism, e.g. protection from flying glass and vehicle access controls into crowded areas, goods and service yards and underground car parks.

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

two managing the risks

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

Management already has a responsibility under Health and Safety Regulations and the Regulatory Reform (Fire Safety) Order 2005 or in Scotland the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006.

Law, Liability and Insurance

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

Criminal prosecution and heavy penalties under Health and Safety laws for companies and individuals who manage commercial centres 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. Especially relevant to protective security in commercial centres are the specific requirements of the Section 15 - 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 those identified risks, even where they are not of your making and are outside your direct control: then be alert to the need to conduct prompt and regular reviews of those assessments and measures in light of new threats and developments.
- **Co-operate and co-ordinate** safety arrangements between owners, managers, security staff, tenants and others involved on site, including the sharing of incident plans and working together in testing, auditing and improving planning and response. **The commercial tensions which naturally arise between landlords and tenants, and between neighbouring organisations who may well be in direct competition with each other, must be left aside entirely when planning protective security.**
- **Ensure adequate training, information and equipment** are provided to all staff, and especially to those involved directly in safety and security.
- Put proper procedures and competent staff in place to deal with incidents which might cause **imminent and serious danger** and/or, require evacuation of the premises.

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

With individual awards for death and serious injury commonly exceeding the publicly funded Criminal Injuries Compensation Authority upper limit, there is every incentive for victims to seek to make up any shortfall through direct legal action against owners, operators, managers and tenants under occupiers liability laws.

Business continuity

Business continuity planning is essential in ensuring that your organisation can cope with an incident or attack and return to **'business as usual'** as soon as possible. An attack on a crucial contractor or supplier can also impact on business continuity. You can develop a basic plan, which can be implemented to cover a wide range of possible actions. For example, part of the plan will cover evacuation procedures, but the principles will be generally applicable for fire, flooding, or bomb threat incidents. This is particularly relevant for smaller operations that may not have the resources to withstand even a few days financial loss.

International Standards ISO 22301 Societal Business Management Security Systems and Guidance provides further guidance on the subject of Business Continuity Plans.

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

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

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

This guide recognises that commercial centres differ in many ways including, size, location, staff numbers, layout and operation and that some of the advice included in this document may have already been introduced at some locations.

For specific advice relating to your operation, contact the nationwide network of specialist police advisers known as Counter Terrorism Security Advisors (CTSAs) through your local police force. They are coordinated by the National Counter Terrorism Security Office (NaCTSO).

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

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

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

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 commercial 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.cpni.gov.uk or refer to the Useful Contacts section at the back of this booklet.
- Is there anything about the location of your premises, its visitors, sponsors, contractors, 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 any events at your commercial centre?
- Does your location mean you could suffer collateral damage from an attack or other incident at a 'high risk' neighbouring premises?
- 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?
- Are the building / floor plans for your premises published or publicly available?
- 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 fall under the following categories:

- People (staff, visitors, customers, contractors, general public)
- Physical assets (buildings, contents, equipment, plans and sensitive materials)
- Information (electronic and paper data)
- Processes (supply chains, critical procedures) - the actual operational process and essential services required to support it.

You know what is important to you and your business. It may be something tangible - for example, the data suite where all your transactions are recorded, the IT system or a piece of equipment that is essential to keep your business running. You should already have plans in place for dealing with fire and crime, procedures for assessing the integrity of those you employ, protection from IT viruses, and measures to secure parts of the premises.

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

- Information about you that is publicly available, e.g. on the internet or in public documents
- Anything that identifies installations or services vital to the continuation of business in your premises
- Any prestigious targets that may be attractive to terrorists, regardless of whether their loss would result in business collapse
- You should have measures in place to limit access into non - public areas of your premises; and vehicle access control measures into goods and service areas.

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? 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 23).

Step Three: Identify measures to reduce risk

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

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

If you need additional security measures, then make them most cost-effective by careful planning wherever possible. Introduce new equipment or procedures in conjunction with building work. In multi-occupancy buildings, try to agree communal security arrangements.

Even if organisations / businesses surrounding your location are not concerned about terrorist attacks, they will be concerned about general crime - and your security measures will help protect against crime as well as terrorism.

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

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

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

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 many commercial centres, responsibility for the implementation of protective security measures following a vulnerability and risk assessment will fall on a Security Manager within the centre, who must have sufficient authority to direct the action taken in response to a security threat.

The manager must be involved in the planning of the premises' perimeter security, access control, contingency plans etc, so that the terrorist dimension is taken into account. The responsible person must similarly be consulted over any new building or renovation work so that counter terrorism specifications, e.g. concerning 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 or in Scotland the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006

The person responsible for security at most commercial 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 and 'invacuation'
- 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
- Offer advice and assistance with risk assessments
- Identify vulnerabilities and advise on reducing them
- Facilitate contact with emergency services and local authority planners to develop appropriate response and contingency plans
- Identify appropriate trade bodies for the supply and installation of security equipment
- Offer advice on search plans

Creating your Security Plan

The 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 any CCTV system.

When creating your security plan, consider the following:

- Details of all the protective security measures to be implemented including physical, information and personnel security
- Instructions on briefing content to security staff including the type of behaviour to look for
- 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 premises in the event of a full evacuation
- Your business continuity plan
- A communications and media strategy which includes handling enquiries from concerned family and friends.

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

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

1. **Do not touch suspicious items.**
2. **Move everyone away to a safe distance.**
3. **Prevent others from approaching.**
4. **Communicate safely to staff, business 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.**

Effective security plans are simple, clear and flexible, but must be compatible with any 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, other than when exceptional circumstances dictate otherwise.

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 public safety.

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

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

Successful security measures require:

- The support of senior management.
- Staff awareness of the measures and their responsibilities in making them work.
- A senior, identified person within your organisation having responsibility for security.

Action you should consider

Contact your Counter Terrorism Security Advisor (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 Authority planning permissions, 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 commercial 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 23.

Access control

An efficient reception area is essential to controlling access, with side and rear entrances denied to all but authorised people

Keep access points to a minimum and make sure the boundary between public and private areas of your building is secure and clearly signed. Ensure there are appropriately trained and briefed staff to manage access control points or alternatively 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 29.

Security passes

Consider introducing a pass system if you do not already have one. If a staff pass system is in place, insist that staff wear their passes at all times and that the 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.

Screening and Patrolling

Random screening of hand baggage is a significant deterrent that may be a suitable protective security consideration for your premises.

The routine searching and patrolling of your premises represents 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 37.

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 Counter Terrorism Security Advisor (CTSA).

See also Vehicle Borne Improvised Explosive Devices on page 47.

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. It should also be remembered that glazed doors are only as strong as their weakest point - which may be the glass itself. Doors that are not often used should be internally secured ensuring compliance with relevant fire safety regulations and their security monitored with an alarm system. **This is particularly important where an external search / screening operation is present in order to prevent unauthorised entry and bypassing any search regime.**

- 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 casualties in urban terrorist attacks are caused by flying glass, especially in modern buildings, and glazing protection is an important casualty reduction measure.
- Extensive research has been carried out on the effects of blast on glass. There are technologies that minimise shattering and therefore casualties as well as the cost 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 building a new structure and are installing windows, consider laminated glass, but before undertaking any improvements seek specialist advice through your police CTSA or visit www.cpni.gov.uk for further details.

Integrated security systems

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

Intrusion detection technology can play an important role in an integrated security system; it is as much a deterrent as a means of protection. If police response to any alarm is required, your system must be compliant with the Association of Chief Police Officers' (ACPO) security systems policy www.acpo.police.uk for England, Wales and Northern Ireland, and www.acpos.police.uk in Scotland. 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 your 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 31.

five evacuation planning and protected spaces

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

- A **threat received directly by your commercial centre**.
- **A threat received elsewhere** and passed on to you by the police.
- **Discovery of a suspicious item in the commercial 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 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 premises 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 small bag found in an area easily contained).
- 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.

Grab bags

A 'Grab Bag' should be available which contains essential equipment and information. All relevant contact information, the staff involved, tenants and other site information should be contained in an easily accessible format.

Suggested 'Grab Bag' contents:

Documents:

- Business Continuity Plan - your plan to recover your business or organisation.
- List of employees with contact details - include home and mobile numbers. You may also wish to include next-of-kin contact details.
- Lists of customer and supplier details.
- Contact details for emergency glaziers and building contractors.
- Contact details for utility companies.
- Building site plan, including location of gas, electricity and water shut off points.
- Latest stock and equipment inventory.
- Insurance company details.
- Local authority contact details.

Equipment:

- Computer back up tapes / disks / USB memory sticks or flash drives.
- Spare keys / security codes.
- Torch and spare batteries.
- Hazard and cordon tape.
- Message pads and flip chart.
- Marker pens.
- General stationary.
- Mobile telephone with credit available, plus charger.
- Dust and toxic fume masks.
- Camera.

Make sure this pack is stored safely and securely off-site (in another location). Ensure items in the pack are checked regularly, are kept up to date, and are working. Remember that cash / credit cards may be needed for emergency expenditure.

This list is not exhaustive, and there may be other documents or equipment that should be included for your business or organisation.

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

Disabled staff should be individually briefed on their evacuation procedures.

In the case of suspected:

Letter or parcel bombs

If in a premises, 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 a 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 an enclosed temporary structure or building, close all doors and windows and switch off any systems that draw air into the structure/building.

Agree your evacuation plan in advance with the police and emergency services, the local authority and any 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.

Security 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 onto the streets. Protected spaces should be located:

- In areas surrounded by full - height masonry walls e.g. internal corridors, toilet areas or conference rooms with doors opening inwards.
- Away from windows and external walls.
- Away from the area in between the building's perimeter and the first line of supporting columns (known as the 'perimeter structural bay').
- Away from stairwells or areas with access to lift shafts where these open at ground level onto the street, because blast can travel up them. If, however, the stair and lift cores are entirely enclosed, they could make good protected spaces.
- Avoiding ground floor or first floor if possible.
- In an area with enough space to contain the occupants.

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, lighting and communications.

Consider duplicating critical systems or assets in other buildings at a sufficient distance to be unaffected in an emergency that denies you access to you own. If this is impossible, try to locate vital systems in part of your building that offers similar protection to that provided by a protected space.

Communications

Ensure that staff know their security roles and that they or their deputies are always contactable. All staff, including night or temporary staff, should be familiar with any telephone recording, redial or display facilities and know how to contact police and security staff in or out of office hours.

It is essential to have adequate communications within and between protected spaces. You will at some stage wish to give the 'all clear', or tell staff to remain where they are, to move to another protected space or evacuate the building. Communications may be by public address system (in which case you will need standby power), hand-held radio or other standalone systems. Do not rely on mobile phones. You also need to communicate with the emergency services. Whatever systems you choose should be regularly tested and available within the protected space.

Converting to open plan

If you are converting your building to open plan accommodation, remember that the removal of internal walls reduces protection against blast and fragments.

Interior rooms with reinforced concrete or masonry walls often make suitable protected spaces as they tend to remain intact in the event of an explosion outside the building. If corridors no longer exist then you may also lose your evacuation routes, assembly or protected spaces, while the new layout will probably affect your bomb threat contingency procedures.

When making such changes, try to ensure that there is no significant reduction in staff protection, for instance by improving glazing protection. If your premises are already open plan and there are no suitable protected spaces, then evacuation may be your only option.

six hostile reconnaissance

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

- Suspicious sightings.
- Suspicious activity.

at or near:

- Crowded places.

or prominent or vulnerable:

- Buildings.
- Structures.
- Transport infrastructure.

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

Primary Role of Reconnaissance

- Obtain a profile of the target location.
- Determine the best method of attack.
- Determine the optimum time to conduct the attack.

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

Reconnaissance operatives may visit potential targets a number of times prior to the attack. Where pro-active security measures are in place, particular attention is paid to any variations in security patterns and the flow of people in and out.

What to look for.

- Significant interest being taken in the outside of your premises including parking areas, delivery gates, doors 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 commercial centre. **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.
- Unusual questions - number and routine of staff / VIPs in residence.
- Individuals that look out place for any reason.
- Individuals that appear to be loitering in public areas.
- Persons asking questions regarding security and evacuation measures.
- Vehicles, packages, luggage left unattended.
- Vehicles appearing overweight.
- Persons appearing to count pedestrians / vehicles.
- Strangers walking around the perimeter of the commercial centre.
- Delivery vehicles arriving at premises outside normal delivery times.
- Vehicles emitting suspicious odours e.g. fuel or gas.
- Vehicle/s looking out of place.
- Erratic driving.
- Noted pattern or series of false alarms indicating possible testing of security systems and observation of response behaviour and procedures, (bomb threats, leaving hoax devices or packages).
- The same vehicle and different individuals or the same individuals in a different vehicle returning to a location(s).
- The same or similar individuals returning to carry out the same activity to establish the optimum time to conduct the operation.
- Unusual activity by contractor's vehicles.
- Recent damage to perimeter security, breaches in fence lines or walls or the concealment in hides of mortar base plates or assault equipment, i.e. ropes, ladders, food etc. Regular perimeter patrols should be instigated months in advance of a high profile event to ensure this is not happening.
- Attempts to disguise identity - motorcycle helmets, hoodies etc, or multiple sets of clothing to change appearance.

- Constant 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 security management for CCTV monitoring and the event recorded for evidential purposes.**

Reconnaissance operatives may also seek additional information on:

- Width surveys of surrounding streets - exploring the range of tactical options available to deliver an explosive 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 CONFIDENTIAL ANTI-TERRORIST HOTLINE - 0800 789 321

ANY INCIDENT THAT REQUIRES AN IMMEDIATE RESPONSE - DIAL 999.

seven good housekeeping

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

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

- Avoid the use of litter bins around critical/vulnerable areas of the premises i.e. do not place litter bins next to or near glazing, support structures, most sensitive or critical areas and make sure they are covered by your CCTV and operators. Ensure that there is additional and prompt cleaning in these areas.
- Review the management of all your litter bins and consider the size of their openings, their blast mitigation capabilities and location
- 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 any compactors, wheelie bins and metal bins used to store rubbish within service areas, goods entrances and near areas where crowds congregate
- Your commercial centre should have an agreed procedure in place for the management of contractors, their vehicles and waste collection services. The vehicle registration mark of each vehicle (and its occupants) should be known to the security security staff or manager in advance.
- Keep public and communal areas e.g. exits, entrances, lavatories, service corridors and yards clean and tidy.
- Keep the fixtures, fittings and furniture in such areas to a minimum - ensuring that there is little opportunity to hide devices.
- 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
- 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).

Review your CCTV system to ensure that it has sufficient coverage both internally and externally.

Ensure that Fire Extinguishers are identified as belonging to the premises and authorised for the locations they will be kept. Regular checks should be made to ensure that they have not been interfered with or replaced.

Commercial centre managers should identify a second secure location for use as a control room as part of their normal contingency plans.

Security systems reliant on power should have an uninterrupted power supply (UPS) available which is regularly tested if it is identified that power loss could impact on the safety of the public.

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

eight access control

There should be clear demarcation between public and private areas, with appropriate access control measures into and out of the private side.

Risk assessment

Refer to 'managing the risks' on page 7 and decide the level of security you require before planning your access control system.

Appearance

The access control system to your private areas is often a strong indicator on how seriously you have planned a security regime for your premises and might be the first impression of security made upon visitors to your site.

Ease of access

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

Training

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

System maintenance

Your installer should supply all relevant system documentation, e.g. log books and service schedules. Are you aware of the actions required on system breakdown? Do you have a satisfactory system maintenance agreement in place? Is there a contingency plan you can implement at a moments notice?

Interaction

Your access control system should support other security measures. Consider system compatibility between access control, alarms, CCTV and text alert systems

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

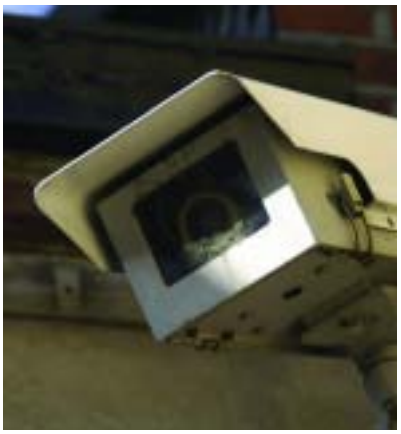
Are your security objectives being met? If necessary, carry out a further risk assessment and address any vulnerabilities accordingly.

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 'C'

nine cctv guidance



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

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

If you contract in CCTV operators, they must be licensed by the Security Industry Authority (SIA) if the 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 activity 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 20th March 2006, contract CCTV operators must carry an SIA CCTV (Public Space Surveillance) license - 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.

CCTV cameras should, if possible, cover all the entrances and exits to your premises and other areas that are critical to the safe management and security of your commercial centre.

With more organisations moving towards digital CCTV systems, you should liaise 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.

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

Consider the following points:o Ensure the date and time stamps of the system are accurate.

- Regularly check the quality of recordings.
- Digital CCTV images should be stored in accordance with the evidential needs of the Police. Refer to UK Police Requirements for Digital CCTV Systems Ref. 09/05.
- Ensure that appropriate lighting complements the system during daytime and darkness hours.
- Keep your recorded images for at least 31 days.
- Ensure the images recorded are clear - that people and vehicles are clearly identifiable.

- Check that the images captured are of the right area.
- Implement standard operating procedures, codes of practice and audit trails.
- Give consideration to the number of camera images a single CCTV operator can effectively monitor at any one time.
- Do you have sufficient qualified staff to continue to monitor your CCTV system during an incident, evacuation or search?

See Good Practice Checklist - CCTV in Appendix 'D'

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 changes can go undetected.

ten small deliveries by courier and mail handling

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

Delivered Items

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

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

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

Indicators to Suspicious Deliveries/Mail

- It is unexpected or of unusual origin or from an unfamiliar sender.
- There is no return address or the address cannot be verified.
- It is poorly or inaccurately addressed e.g. incorrect title, spelt wrongly, title but no name, or addressed to an individual no longer with the company.
- The address has been printed unevenly or in an unusual way.
- The writing is in an unfamiliar or unusual style.
- There are unusual postmarks or postage paid marks.
- A Jiffy bag, or 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 is marked 'personal' or 'confidential'.
- It is oddly shaped or lopsided.
- The envelope flap is stuck down completely (a harmless letter usually has an un-gummed gap of 3-5mm at the corners)
- There is a smell, particularly of almonds or marzipan.
- There is a pin sized hole in the envelope or package wrapping.
- There is an additional inner envelope, and it is tightly taped or tied (however, in some organizations, sensitive or 'restricted' material is sent in double envelopes as standard procedure).

Chemical, biological or radiological materials in the post

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

- Unexpected granular, crystalline or finely powdered material (of any colour and usually with the consistency of coffee, sugar or baking powder), loose or in a container.
- Unexpected sticky substances, sprays or vapours.
- Unexpected pieces of metal or plastic, such as discs, rods, small sheets or spheres.
- Strange smells, e.g. garlic, fish, fruit, mothballs, pepper. If you detect a smell, do not go on sniffing it. However, some CBR materials are odourless and tasteless.
- Stains or dampness on the packaging.
- Sudden onset of illness or irritation of skin, eyes or nose. CBR devices containing finely ground powder or liquid may be hazardous without being opened.

What you can do:

- The precise nature of the incident (chemical, biological or radiological) may not be readily apparent. Keep your response plans general and wait for expert help from the emergency services.
- Review plans for protecting staff and visitors in the event of a terrorist threat or attack. Remember that evacuation may not be the best solution. You will need to be guided by the emergency services on the day.
- Plan for the shutdown of systems that may contribute to the movement of airborne hazards (e.g. computer equipment containing fans and air-conditioning units).
- Ensure that doors can be closed quickly if required.
- If your external windows are not permanently sealed shut, develop plans for closing them in response to a warning or incident.
- Examine the feasibility of emergency shutdown of air-handling systems and ensure that any such plans are well rehearsed.
- Where a hazard can be isolated by leaving the immediate area, do so as quickly as possible, closing doors and windows as you go.
- Move those directly affected by an incident to a safe location as close as possible to the scene of the incident, so as to minimise spread of contamination.
- Separate those directly affected by an incident from those not involved so as to minimize the risk of inadvertent cross-contamination.
- Ask people to remain in situ - though you cannot contain them against their will.

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 Advisor (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 commercial 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 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) materials (e.g. explosive devices), they will not detect the materials themselves.
- At present there are no CBR detectors capable of identifying all hazards reliably.
- Post rooms should also have their own washing and shower facilities, including soap and detergent.
- Staff need to be aware of the usual pattern of deliveries and to be briefed of unusual deliveries. Train them to open post with letter openers (and with minimum movement), to keep hands away from noses and mouths and always to wash their hands afterwards. Staff should not blow into envelopes or shake them. Packages suspected of containing biological, chemical or radiological material should ideally be placed in a double sealed bag.
- Consider whether staff handling post, need protective equipment such as latex gloves and facemasks (seek advice from a qualified health and safety expert). Keep overalls and footwear available in case they need to remove contaminated clothing.
- Make certain post handling areas can be promptly evacuated. Rehearse evacuation procedures and routes, which should include washing facilities in which contaminated staff could be isolated and treated.
- Staff who are responsible for mail handling should be made aware of the importance of isolation in reducing contamination.
- Prepare signs for display to staff in the event of a suspected or actual attack.

eleven search planning

Searches of commercial 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.

It is recognised, that for the majority of commercial centres, responsibility for the implementation of any search planning, following a vulnerability and risk assessment, will fall upon the Security Manager.

The following advice is generic for most commercial centres, but recognises that they are built and operate differently. If considered necessary, advice and guidance on searching is available through your local Police CTSA.

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 area, including grounds, are searched in a systematic and thorough manner so that no part is left unchecked.
- If you decide to evacuate your commercial 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 commercial centres. (See High Profile Events page 55). 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 commercial centre into sectors. If the site is organised into departments and sections, these should be identified as separate search sectors. Each sector must be of manageable size.

Each sector search plan should have a written checklist - signed when completed - for the information of the Security Manager.

Remember to include any stairs, fire escapes, corridors, toilets and lifts in the search plan, as well as car parks, service yards and other areas outside. 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 prior to evacuation.

Consider the most effective method of initiating the search. You could:

- Send a message to the search teams over a public address system (the 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:

1. **Do not touch or move suspicious items.**
2. **Move everyone away to a safe distance and prevent others from approaching.**
3. **Communicate safely to staff, visitors and the public.**
4. **Communicate what has been found to the Security Manager, using hand-held radios or mobile phones - only once out of the immediate of the suspect item, remaining out of line of sight and behind hard cover.**
5. **Ensure that whoever found the item or witnessed the incident remains on hand to brief the police.**
6. **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 Advisor (CTSA).

See good practice checklist - Searching in Appendix 'E'

twelve 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.

What is personnel security?

Personnel security is a system of policies and procedures which seek to manage the risk of staff or contractors exploiting their legitimate access to an organisation's assets or premises for unauthorised purposes. These purposes can encompass many forms of criminal activity, from minor theft through to terrorism.

The purpose of personnel security seeks to minimise the risks. It does this by ensuring that organisations employ reliable individuals, minimising the chances of staff becoming unreliable once they have been employed, detect suspicious behaviour, and resolving security concerns once they have become apparent.

This chapter refers mainly to pre-employment screening, but organisations should be aware that personnel screening should continue throughout the worker's term of employment. Further information regarding ongoing personnel screening can be found at www.cpni.gov.uk

Understanding and assessing personnel security risks

Organisations deal regularly with many different types of risk. One of them is the possibility that staff or contractors will exploit their positions within the organisation for illegitimate purposes. These risks can be reduced but can never be entirely prevented. Instead, as with many other risks, the organisation should employ a continuous process for ensuring that the risks are managed in a proportionate and cost-effective manner.

Data Protection Act

The Data Protection Act (DPA) (1998) applies to the processing of personal information about individuals. Personnel security measures must be carried out in accordance with the data protection principles set out in the act.

Pre-employment Screening

Personnel security involves a number of screening methods, which are performed as part of the recruitment process but also on a regular basis for existing staff. The ways in which screening is performed varies greatly between organisations; some methods are very simple, others are more sophisticated. In every case, the aim of the screening is to collect information about potential or existing staff and then use that information to identify any individuals who present security concerns.

Pre-employment screening seeks to verify the credentials of job applicants and to check that the applicants meet preconditions of employment (e.g. that the individual is legally permitted to take up an offer of employment). In the course of performing these checks it will be established whether the applicant has concealed important information or otherwise misrepresented themselves. To this extent, pre-employment screening may be considered a test of character.

Pre-employment checks

Personnel security starts with the job application, where applicants should be made aware that supplying false information, or failing to disclose relevant information, could be grounds for dismissal and could amount to a criminal offence. Applicants should also be made aware that any offers of employment are subject to the satisfactory completion of pre-employment checks. If an organisation believes there is a fraudulent application involving illegal activity, the police should be informed.

Pre-employment screening checks may be performed directly by an organisation, or this process may be sub-contracted to a third party. In either case the company needs to have a clear understanding of the thresholds for denying someone employment. For instance, under what circumstances would an applicant be rejected on the basis of their criminal record, and why?

Pre-employment screening policy

Your pre-employment screening processes will be more effective if they are an integral part of your policies, practices and procedures for the recruiting, hiring, and where necessary training of employees. If you have conducted a personnel security risk assessment then this will help you decide on the levels of screening that are appropriate for different posts.

Identity

Of all the pre-employment checks, identity verification is the most fundamental. Two approaches can be used:

- A paper - based approach involving the verification of key identification documents and the matching of these documents to the individual.
- An electronic approach involving searches on databases (e.g. databases of credit agreements or the electoral role) to establish the electronic footprint of the individual. The individual is then asked to answer questions about the footprint which only the actual owner of the identity could answer correctly.

Pre-employment checks, can be used to confirm an applicant's identity, nationality and immigration status, and to verify their declared skills and employment history.

The Immigration, Asylum and Nationality Act 2006 means there are requirements of employers to prevent illegal working in the UK. These include an ongoing responsibility to carry out checks on employees with time-limited immigration status. Failure to comply with these regulations could result in a possible civil penalty or criminal conviction. CPNI's guidance on pre-employment screening has been updated to reflect this. More detailed information can be found at www.cpni.gov.uk

Qualifications and employment history

The verification of qualifications and employment can help those applicants attempting to hide negative information such as a prison sentence or dismissal. Unexplained gaps should be explored.

Qualifications

An accountant was found to be defrauding a National Infrastructure organisation. When the case was investigated it was found that the individual was not fully qualified and had lied about their education qualifications at interview.

When confirming details about an individual's qualification it is always important to:

- Consider whether the post requires a qualifications check.
- Always request original certificates and take copies.
- Compare details on certificates etc. with those provided by by the applicant.
- Independently confirm the existence of the establishment and contact them to confirm the details provided by the individual.

Employment checks

For legal reasons it is increasingly difficult to obtain character references, but past employers should be asked to confirm dates of employment. Where employment checks are carried out it is important to:

- Check a minimum of three but ideally five years previous employment.
- Independently confirm the employer's existence and contact details (including the line manager).
- Confirm details (dates, position, salary) with HR.
- Where possible, request an employer's reference from the line manager.

Criminal Convictions

A criminal conviction - spent or unspent - is not necessarily a bar to employment (see the Rehabilitation of Offenders Act). However, there are certain posts where some forms of criminal history will be unacceptable. To obtain criminal record information, a company can request that an applicant either:

- Completes a criminal record self-declaration form, or
- Applies for a Basic Disclosure certificate from Disclosure Scotland.

Financial checks

For some posts it may be justifiable to carry out financial checks, for example where the employee's position requires the handling of money. Interpreting the security implications of financial history is not straightforward and will require each organisation to decide where their thresholds lie (e.g. in terms of an acceptable level of debt).

There are a number of ways in which financial checks can be carried out. General application forms can include an element of self-declaration (for example in relation to County Court Judgements (CCJs)), or the services of third party providers can be engaged to perform credit checks.

Contractor recruitment

Organisations employ a wide variety of contract staff, such as IT staff, cleaners, and management consultants. It is important to ensure that contractors have the same level of pre-employment screening as those permanent employees with equivalent levels of access to

the company's assets, be they premises, systems, information or staff.

Contracts should outline the type of checks required for each post and requirements should be cascaded to any sub-contractors. Where a contractor or screening agency is performing the checks they should be audited (see the chapter 'Secure Contracting' for additional guidance on dealing with contractors via the CPNI website).

Overseas checks

As the level of outsourcing rises and increasing numbers of foreign nationals are employed in the UK, it is increasingly necessary to screen applicants who have lived and worked overseas. As far as possible, organisations should seek to collect the same information on overseas candidates as they would for longstanding UK residents (e.g. proof of residence, employment references, criminal record). It is important to bear in mind that other countries will have different legal and regulatory requirements covering the collection of information needed to manage personnel security and therefore this step may be difficult.

A number of options are available to organisations wishing to perform overseas checks:

- Request documentation from the candidate.
- Hire a professional for an external screening service
- Conduct your own overseas checks.

In some circumstances you may be unable to complete overseas checks satisfactorily (e.g. due to a lack of information from another country). In this case, you may decide to deny employment, or to implement other risk management controls (e.g. additional supervision) to compensate for the lack of assurance.

See Personnel Security checklist in Appendix 'G'

thirteen information security

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

Your confidential information may be of interest to business competitors, criminals, 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 measures you should:

Assess the threat and your vulnerabilities (See Managing the Risks on Page 7).

- To what extent is your information at risk, who might want it, how might they get it, how would its loss or theft damage you?
- Consider current good practice information security for countering electronic attack and for protecting documents.

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

Cyber Attacks *could:*

- Allow the attacker to steal or alter sensitive information
- Allow the attacker to gain access to your computer system and do whatever the system owner can do. This could include modifying your data, perhaps subtly so that it is not immediately apparent, or installing malicious software (virus or worm) that may damage your system, or installing hardware to relay information back to the attacker. Such attacks against internet-connected systems are extremely common.
- Make your systems impossible to use through 'denial of service' attacks. These are increasingly common, relatively simple to launch and difficult to protect against.

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

The typical methods of cyber attack are:

Denial of service (DoS)

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

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

Malicious software

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

- Running or executing an attachment received in an Email.
- Clicking on a website received in an Email.
- Inappropriate web browsing which often leads to a website distributing malicious software.
- Allowing staff to connect removable memory devices (USB memory sticks, CDs etc.) to corporate machines.
- Allowing staff to connect media players and mobile 'phones to corporate machines.

Hacking

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

Malicious modification of hardware

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

What to do

- Implement an acceptable use policy for staff concerning web browsing, Email, use of chat rooms, social sites, trading, games and music download sites.
- Acquire your IT systems from reputable manufacturers and suppliers.
- Ensure that your software is regularly updated. Suppliers are continually fixing security vulnerabilities in their software. These fixes or patches are available from their websites - consider checking for patches and updates at least weekly.
- Ensure that all internet-connected computers are equipped with anti-virus software and are protected by a firewall.
- Back up your information, preferably keeping a secure copy in another location.
- Assess the reliability of those who maintain, operate and guard your systems (refer to the section on Personnel Security on page 39)
- Consider encryption packages for material you want to protect, particularly if taken offsite - but seek expert advice first.
- Take basic security precautions to prevent software or other sensitive information falling into the wrong hands. Encourage security awareness among your staff, training them 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.

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 font size of 12.

Shredding machines specified to DIN 32757 - 1 level 4 will provide a shred size of 15mm x 1.9mm suitable for medium to high security requirements.

Incineration

Incineration is probably the most effective way of destroying sensitive waste, including disks and other forms of magnetic and optical media, provided a suitable incinerator is used (check with your local 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 correctly specified. 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 department rather than facilities management.

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

fourteen vehicle borne improvised explosive devices (VBIEDs)

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

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

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

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

Effects of VBIED's

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

What you can do

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

- Ensure you have effective vehicle access controls, particularly at goods entrances and service yards. Do not allow unchecked vehicles to park in underground service areas directly below or next to public areas where there will be large numbers of people or where there is a risk of structural collapse.
- Do what you can to make your commercial centre blast resistant, paying particular attention to windows. Have the structures reviewed by a qualified security / structural engineer when seeking advice on protected spaces
- Insist that details of contract vehicles and the identity of the driver and any passengers approaching your goods/service areas are authorised in advance.
- 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.
- 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 if this facility is available.
- **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.**

- **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.**
- 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 service yards, 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.
- 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 'C'

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 materials 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 radioactive source, the surrounding area could 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 have so far only been a few examples of terrorists using CBR materials. The most notable were 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.

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.

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, 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 any air-handling systems, such as access to intakes and outlets.
- Ensure nominated staff know how to turn off and secure air conditioning systems.
- 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 33).
- **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 detectors and advise accordingly.** A basic awareness of CBR threat and hazards, combined with general protective security measures (e.g. screening visitors, CCTV monitoring of perimeter and entrance areas, being alert to suspicious deliveries) should offer a good level of resilience. In the first instance, seek advice from your local police force CTSA.
- If there is a designated protected space available 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 or return to the building.

sixteen suicide attacks

Historically crowded places, symbolic locations and key installations have been identified and targeted by suicide bombers. 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.

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

- Using physical barriers to prevent a hostile vehicle from driving into your commercial centre through main entrances, goods/service entrances, pedestrian entrances or open land
- Denying access to any vehicle that arrives at your goods/service entrances without prior notice and holding vehicles at access control points into your commercial centre until you can satisfy yourself that they are genuine
- Wherever possible, establish 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

See Hostile Reconnaissance - page 23.

seventeen firearm & 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 Walls
Engine Blocks	Car Doors
Base of Large Live Trees	Wooden Fences
Natural Ground Undulations	Glazing

See

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

Consider the use of CCTV and other remote methods of confirmation reducing vulnerabilities to staff.

Tell

- **Who** - Immediately contact the police by calling 999 or via your control room, giving them the information shown under **Confirm**
- **How** - use all the channels of communication available to you to inform visitors and staff of the danger.
- **Plan** - for 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) .

eighteen 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 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 any intranet website or Email system to communicate crime prevention and counter terrorism initiatives.

All Security Managers should involve their local Police Counter Terrorism Security Advisor when considering improvements to a commercial centre and / or its environs.

See Good Practice Checklist - Communication in Appendix 'I'

nineteen high profile events

There may be events at your commercial centre, which for various reasons, are deemed to be more high profile and therefore more vulnerable to attack. 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 (Strategic Commander in Scotland) 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 - SecCo

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

The SECCO works towards the strategy set by the Police Gold/Strategic 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 event 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/Strategic Commander with a series of observations and recommendations to ensure that the security response is realistic and proportionate.

Police search adviser - PolSA

The SECCO can deem it necessary to appoint a Police Search 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 / Strategic Commander.

twenty threat levels

As of 1st August 2006, information about the national threat level is available on the MI5 - Security Service, Home Office and UK Intelligence Community Websites.

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

In particular, those who own, operate, manage or work in commercial centres 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
EXCEPTIONAL	Maximum protective security measures to meet specific threats and to minimise vulnerability and risk.
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.
NORMAL	Routine baseline protective security measures, appropriate to your business and location.

What can I do now?

- **Carry out a risk and vulnerability assessment that is specific to your commercial 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 premises or organisations and will differ according to a range of circumstances.

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

good practice checklists

The following checklists are intended as a guide for commercial centre managers 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 commercial centres.

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

- Have you consulted your police CTSA, local authority and local fire and/or 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

Business Continuity

	Yes	No	Unsure
Do you have a Business Continuity Plan?			
Do you regularly review and update your plan?			
Have you concerned firearm and weapon attacks in your plans?			
Are your staff trained in activating and operating your plan?			
Have you prepared an emergency 'Grab Bag?			
Do you have access to an alternative workspace to use in an emergency?			
Are your critical documents adequately protected?			
Do you have copies of your critical records at a separate location?			
Do you have contingency plans in place to cater for the loss/ failure of key equipment?			
Do you have sufficient insurance to pay for disruption to business, cost of repairs, hiring temporary employees, leasing temporary accommodation and equipment?			

appendix b

Housekeeping Good Practice

	Yes	No	Unsure
Have you reviewed the use and location of all waste receptacles in and around your commercial 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 seals / locks 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 and fire fighting equipment as Commercial Centre property and checked it has not been replaced?			

appendix C

Access Control for Commercial 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 commercial centre?			
Do your staff, including contractors, cleaners and other employees wear ID badges at all times when on the site?			
Do you adopt a 'challenge culture' to anybody not wearing a pass in your private areas?			
Do you insist that details of contract vehicles and the identity of the driver and any passengers requiring permission to park and work in your site are authorised in advance?			
Do you require driver and vehicle details of waste collection services in advance?			
Do all business visitors to your management and administration areas have to report to a reception area before entry and are they required to sign in and issued with a visitors pass?			
Are business visitors' badges designed to look different from staff badges?			
Are all business visitors' badges collected from visitors when they leave the premises?			
Does a member of staff accompany business visitors at all times while in the private areas or your centre?			

appendix d

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 commercial 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 and cash offices?			
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 e

Searching

	Yes	No	Unsure
Do you exercise your search plan regularly?			
Do you carry out a sectorised, systematic and thorough search of your commercial 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, 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 visual deterrent?			
Do sub-contractors and other service providers operating within the centre have their own search procedure with notification to management when complete?			
Have you considered a visitor search regime that is flexible and can be tailored to a change in threat or response level?			
Do you make use of your website/publications to inform contractors, visitors, of your searching policies 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?			
Are staff trained to deal effectively with unidentified packages found within the site?			
Do you have sufficient staff to search effectively?			
Do you search your evacuation routes and assembly areas before they are utilised?			

appendix f

Evacuation / 'Invacuation'

	Yes	No	Unsure
Is evacuation part of your security plan?			
Is 'invacuation' into a protected space part of your security plan?			
Have you sought advice from a structural engineer to identify protected spaces within your building?			
Do you have nominated evacuation / 'invacuation' marshals?			
Does your evacuation plan include 'incident' assembly areas distinct from fire assembly areas?			
Have you determined evacuation routes?			
Have you agreed your evacuation / 'invacuation' plans with the police, emergency services and your neighbours?			
Do you have reliable, tested communications facilities in the event of an incident?			
Have any disabled staff been individually briefed?			
Do you have a review process for updating plans as required?			

appendix g

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			

appendix h

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? (Fall back procedure)			
Have you invested in secure cabinets for your IT equipment?			

appendix i

Communication

	Yes	No	
Are security issues discussed / decided at Board level and form a part of your organisation's culture?			
Do you have a security policy or other documentation showing how security procedures should operate within your business?			
Is this documentation regularly reviewed and if necessary updated?			
Do you regularly meet with staff and discuss security issues?			
Do you encourage staff to raise their concerns about security?			
Do you know your local Counter Terrorism Security Advisor (CTSA) or Security Coordinator SECCO) and do you involve them in any commercial centre or security developments?			
Do you speak with neighbours to your commercial centre on issues of security and crime that might affect you all?			
Do you remind your staff to be vigilant when traveling 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 warning regarding searching?			

What do the results show?

Having completed the various 'Good Practice' checklists you need to give further attention to the questions that you have answered 'no' or 'Unsure' to.

If you answered 'Unsure' to a question, find out more about that particular issue to reassure yourself that this vulnerability is being addressed or needs to be addressed.

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

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

bomb threat checklist

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

Visit www.cpni.gov.uk 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 premises manager of name and telephone number of the person informed:

_____

Contact the police on 999. Time informed: _____

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

Time and date of call: _____

Length of call: _____

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

ABOUT THE CALLER

Sex of caller: _____

Nationality: _____

Age: _____

THREAT LANGUAGE (tick)

❒ Well spoken?

❒ Irrational?

❒ Taped message?

❒ Offensive?

❒ Incoherent?

❒ Message read by threat-maker?

CALLER'S VOICE (tick)

❒ Calm?

❒ Crying?

❒ Clearing throat?

❒ Angry?

❒ Nasal?

❒ Slurred?

❒ Excited?

❒ Stutter?

❒ Disguised?

❒ Slow?

❒ Lisp?

❒ Accent? If so, what type?_____

❒ Rapid?

❒ Deep?

❒ Hoarse?

❒ Laughter?

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

BACKGROUND SOUNDS (tick)

❒ Street noises?

❒ House noises?

❒ Animal noises?

❒ Crockery?

❒ Motor?

❒ Clear?

❒ Voice?

❒ Static?

❒ PA system?

❒ Booth?

❒ Music?

❒ Factory machinery?

❒ Office machinery?

❒ Other? (specify) _____

OTHER REMARKS

_____

_____

_____

_____

Signature

_____

Date _____

Print name

_____

useful publications

Publications

Protecting Against Terrorism (3rd Edition)
This publication provides general protective security advice from the Centre for the Protection of National Infrastructure CPNI. It is aimed at businesses and other organisations seeking to reduce the risk of a terrorist attack, or to limit the damage terrorism might cause. The booklet is available in PDF format and can be downloaded from www.cpni.gov.uk

Personnel Security: Managing the Risk
Developed by the CPNI this publication 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

Pre-Employment Screening
CPNI's Pre-Employment Screening is the latest in a series of advice products on the subject of personnel security. It provides detailed guidance on pre-employment screening measures including:

- Identity checking
- Confirmation of the right to work in the UK
- Verification of a candidate's historical personal data (including criminal record checks)

The booklet is available in PDF format and can be downloaded from www.cpni.gov.uk.

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

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. Available to download at www.gov.uk

useful contacts

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

MI5 - Security Service

www.mi5.gov.uk

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

Home Office
www.gov.uk

Association of Chief Police Officers

www.acpo.police.uk

www.scotland.police.uk

Centre for Applied Science and Technologies
www.gov.uk

The Business Continuity Institute
www.thebci.org

London Prepared
www.london.gov.uk

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

Chief Fire Officers Association

www.cfoa.org.uk

National Risk Register
www.gov.uk

Confidential Anti-terrorism Hotline 0800 789 321

notes

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