



# MARAUDING TERRORIST ATTACKS

MAKING YOUR  
ORGANISATION  
READY

**CPNI**

Centre for the Protection  
of National Infrastructure



**COUNTER  
TERRORISM  
POLICING**

**A busy reader's guide to making your organisation ready**



**COUNTER  
TERRORISM  
POLICING**

The Centre for the Protection of National Infrastructure (CPNI) is the government authority for protective security advice to the UK national infrastructure. Its role is to protect national security by helping to reduce the vulnerability of the national infrastructure to terrorism and other threats.

The National Counter Terrorism Security Office (NaCTSO) is a police unit within The National Counter Terrorism Police Headquarters (NCTPHQ) that supports the 'protect and prepare' strands of the government's counter terrorism strategy. It provides help, advice and guidance on all aspects of counter terrorism protective security to government and industry.



# INTRODUCTION

As new terrorist threats continue to emerge, it is more important than ever that your organisation is aware of the heightened risks and adequately prepared for any potential attack.

Detailed guidance is now available that may help to save lives. It provides details of the simple measures that can be taken to minimise the impact of an attack. The guidance builds on the principles of RUN, HIDE, TELL published by the National Counter Terrorism Security Office.

Further guidance, including more detailed information, is available from your CPNI adviser, police Counter Terrorism Security Adviser or via a CPNI recognised security professional.

Refer to: [www.cpni.gov.uk/cpni-working-security-professionals](http://www.cpni.gov.uk/cpni-working-security-professionals) for further information.



# MARAUDING TERRORIST ATTACK

A marauding terrorist attack (MTA) is a fast moving attack where assailants move through a location aiming to find and cause harm to as many people as possible.

## TERRORISTS WILL...



Attack as many people as possible



Target a busy area then search for victims



Use knives, guns, explosives or fire

In many cases an MTA may be preceded by a hostile vehicle attack. What appears to be a traffic accident outside your site may be the start of an attack.



# WHY SHOULD YOU PREPARE?

**Lives will be saved through planning and rehearsing. It is your responsibility to ensure that your organisation is appropriately prepared in the event of an attack.**

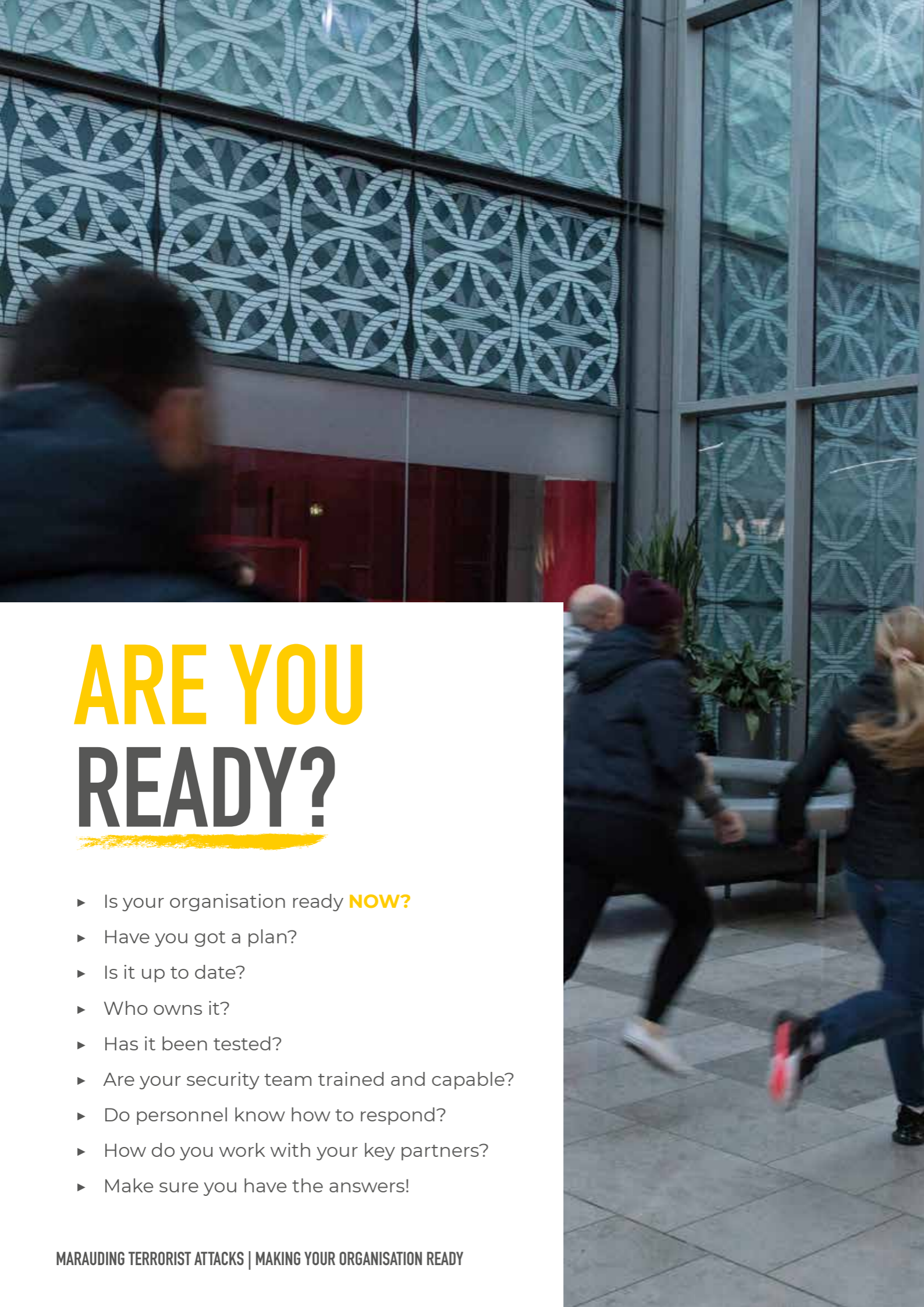
- ▶ Attacks, while rare, can be devastating
- ▶ Simple things can be done to help prevent and lessen their impact
- ▶ Take responsibility for planning your emergency measures
- ▶ Measures taken are likely to have additional benefits when dealing with other threats and hazards
- ▶ Completing risk assessments and making records of your planning will:
  - ▶ Ensure resources are allocated appropriately
  - ▶ Ensure plans are implemented on a timely basis
  - ▶ Provide a future record of your actions
- ▶ Your action will reassure staff that their safety matters



# SIMPLE MEASURES SAVE LIVES

**Preparing to respond to an attack will require time and may require investment but could make the difference between life and death.**

- ▶ Appoint and empower an individual to direct your preparations with accountability at the highest level of your organisation
- ▶ Plan across internal business areas and ideally with emergency services
- ▶ Work with landlords and neighbours to coordinate your response; share preparation effort and receive warning of an attack before it reaches you
- ▶ Develop response plans that define clear roles and responsibilities
- ▶ Train staff and personnel to perform key tasks under pressure
- ▶ Know what RUN, HIDE, TELL means in the context of your organisation
- ▶ Provide signage, accessible hiding places and optimise technical capabilities
- ▶ Test, refine and rehearse your response
- ▶ Make provisions for recovery
- ▶ Using announcements makes a difference. Decide how to use them to alert personnel and public



# ARE YOU READY?

- ▶ Is your organisation ready **NOW**?
- ▶ Have you got a plan?
- ▶ Is it up to date?
- ▶ Who owns it?
- ▶ Has it been tested?
- ▶ Are your security team trained and capable?
- ▶ Do personnel know how to respond?
- ▶ How do you work with your key partners?
- ▶ Make sure you have the answers!

## TIMELINE

### ATTACK

#### Planning

Terrorists conduct reconnaissance close to target and plan the attack

#### Final Preparation

Terrorists travel to a quiet location near the target, make ready and wait

#### Final Approach

Terrorists travel to the target to begin the attack

#### Initial Attack

Terrorists attack a busy area causing casualties

#### Marauding

Terrorist search for more victims

#### Possible Siege

Terrorists may take hostages, resulting in a siege

#### Conclusion

Arrest, death or escape of the terrorists

### RESPONSE

#### Act now

##### ◀ Planning

Your organisation conducts advance planning and rehearsals to prepare for an attack and aid early identification

##### ◀ Detect and deter attacks

To prevent attacks improve security culture and awareness for ALL staff looking for signs of suspicious activity.

Consider how messaging from your organisation can deter attackers

##### ◀ Initiate the response

Your organisation recognises an attack and takes action to save lives

##### ◀ Police arrive

Police confront attackers with support from your organisation

##### ◀ Recovery

Initiate business continuity plans

Your organisation's site plans need to make your personnel ready to take action. Your plans need to build on the principles of

# RUN, HIDE, TELL



RUN if you can



If you can't RUN, HIDE



Alert people to take action



Call 999 - TELL the police



The 'STAY SAFE' principles of RUN, HIDE, TELL provide simple actions for an individual to consider at an incident and the information an individual should tell the police in the event of an MTA.

Your organisation now needs to build on these principles to enable personnel to make choices using knowledge of:

- ▶ Your site
- ▶ Its capabilities
- ▶ Your organisation's emergency procedures

**Communicate effectively with the police to report attacks and work with them to bring them to a conclusion.**

**Visitors and members of the public are likely to be less familiar with your organisation's site layout and procedures and should be guided by knowledgeable personnel.**





# OVERCOME ORGANISATIONAL FAILINGS

## Analysis has identified several common failings including:

- ▶ Superficial and untested response plans
- ▶ Reliance on a police response. Only your organisation's actions can save lives during the first minutes
- ▶ Ineffective communication with the police. Failing to tell them what they need
- ▶ Poor communication between security control room staff
- ▶ Lack of coordination with neighbouring organisations
- ▶ Personnel not appropriately trained and prepared
- ▶ Ineffective announcements

## Overcome these failings by following the new guidance to:

- ▶ Make your organisation ready
- ▶ Prepare your personnel
- ▶ Understand the information the police require and tell them
- ▶ Ensure security control room operators work well as a team
- ▶ Consider options for locking your site down
- ▶ Make best use of announcements to alert personnel and public
- ▶ Work effectively with neighbours, the police and other emergency services before, during and after the attack



# ADDITIONAL BENEFITS

**In addition to preventing loss of life, being adequately prepared for a potential attack will:**

- ▶ Improve the response capability for other security incidents
- ▶ Increase awareness and reduce fear
- ▶ Enhance cooperation between neighbouring organisations, landlords and emergency services

# AVIVA TESTIMONIAL

The learnings from our live exercise drill could simply not have been gained from a desktop exercise. We are planning more. Why? Because our people asked for more training, because it tests our internal security procedures, capability and systems, and because it's not a work lesson, it's a life lesson.



Director of Group Corporate Security



# AVAILABLE GUIDANCE

**This guidance is based on extensive analysis of previous attacks and world-leading research using live simulations. The following resources provide additional guidance for protecting your organisation from a marauding terrorist attack:**

- ▶ ***Marauding Terrorist Attacks*** — Making your organisation ready
- ▶ ***Marauding Terrorist Attacks*** — Supplementary guidance on announcements
- ▶ ***Marauding Terrorist Attacks*** — Supplementary guidance on lockdown
- ▶ ***Marauding Terrorist Attacks*** — Supplementary guidance on preparing personnel
- ▶ ***Marauding Terrorist Attacks*** — Supplementary guidance on working with police and other emergency services

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