

GUIDE SHELTER REPORT



**COUNTER
TERRORISM
POLICING**

National Counter
Terrorism Security Office

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About the Author



The National Counter Terrorism Security Office (NaCTSO) is a police-hosted unit within the national Counter Terrorism Policing Headquarters (CTPHQ) that also works as a national government agency. Supporting both the Protect and Prepare strands of the UK government's counter terrorism strategy (CONTEST), its unique position means it is responsible for both counter terrorism and national-level security and protection.



Launched in 2022, ProtectUK is the central hub for counter terrorism and security advice. As a business owner or operator, register with ProtectUK to become part of the community and receive the latest news and online courses which will enable you to be better protected.

Visit www.protectuk.police.uk.

Guide Shelter Report

Guide Shelter Report (GSR) is a set of dynamic response principles that can be used by businesses and organisations (and their staff) to respond effectively in the event of a terrorist attack.

The following guidance aims to:

- Introduce you to the GSR principles
- Increase your understanding of their intended application
- Provide you with guidance on how to embed GSR in your business or organisation

Intended Audience

This guidance can be used by a wide range of businesses and organisations operating within **Venues and Public Spaces (VaPS)**, including small and micro businesses.

The content will be highly beneficial for those with security planning and implementation responsibilities, including:

- Business / venue operators and owners
- Security managers
- Competent persons
- Emergency planners
- Policy writers

All businesses and organisations seek to benefit from utilising the GSR principles. The principles can help to raise organisational awareness of incident responsibilities and equip staff

with the skills and confidence to respond effectively.

For those who are new to protective security and preparedness, the GSR principles can help to shape your response to terrorist attacks. For businesses and organisations with well-established plans, the GSR principles can be used to review and refine existing security arrangements.

Who does this guidance apply to?

The GSR principles should apply to all staff members in your business or organisation, including volunteers, temporary contractors and/or agency workers. In the event of a terrorist attack, it is unlikely that the public will be able to distinguish between different staffing roles and contracts. It is therefore important that all staff members who operate in and across your premises are familiar with GSR and your security arrangements, and are confident in responding to a terrorist attack.

What about Run Hide Tell?

The current guidance issued to the public who may find themselves involved in a terrorist attack is to **Run Hide Tell (RHT)**.

Venues and Public Spaces (VaPS)

Any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission. Venues and Public Spaces include a wide variety of everyday locations that may be publicly or privately owned and can also include temporary events.

Venues and Public Spaces may include parks, public squares, and open spaces; cafés and restaurants; sports stadiums and leisure centres; festivals and music venues; hotels; pubs, clubs, bars, and casinos; high streets, retail stores, shopping centres and markets; schools and universities; medical centres, hospitals, and places of worship; employment offices; transport hubs; museums, exhibition, and conferences centres. Examples of Venues and Public Spaces not included are police, fire, and military bases.

This list is by no means exhaustive, but it does demonstrate the diverse nature of Venues and Public Spaces

This personal protocol is designed to provide independent decision-making on an individual level. RHT provides clear directions to individuals, prompting actions to move away from the source of danger, whether by running or hiding, before contacting the emergency services.

RHT remains necessary life-saving advice for the general public during a terrorist attack. However, it was never conceived to be used by businesses or organisations as their primary incident response plan. This is because businesses and organisations are expected to observe their duty of care responsibilities and take reasonable steps to assure the safety of those at their site or venue if an attack occurs. Simply telling staff to 'Run Hide Tell' when an attack happens places the burden of survival entirely on individuals. This fails to support a coordinated and structured incident response which can fulfil legal obligations and duty of care responsibilities.

In recognition of this, the National Counter Terrorism Security Office (NaCTSO) has worked in consultation with businesses of all sizes to develop new guidance that more accurately reflects their duty of care responsibilities in emergency scenarios.

This is Guide Shelter Report.



How to use this guidance

To gain the most value from this guidance, you should move through each of the below sections in the order they are presented:

- Introduction
- GSR principles
- GSR within your business/organisation
- Embedding GSR into your incident response arrangements
- Embedding GSR into your security culture
- GSR in practice

Once you have read this guidance, you

should look to establish how GSR can be successfully embedded into your own business or organisation. The illustration below highlights a step-by-step process to achieve this. Further resources are also provided at the end of this guidance to help you.

Links to additional resources are provided throughout this document to assist you with planning and implementation. These resources include guidance from ProtectUK and the National Protective Security Authority (NPSA). A full list of cited resources is also provided at the end of this guidance.



Read the guidance

Read the GSR guidance and familiarise yourself with the content and further resources. Ensure that you understand the principles and how to apply them within your business or organisation.



Develop and review plans

Review your incident response arrangements and ensure that they support and enable the use of the GSR principles. If you do not have any existing arrangements, use the GSR principles and provided resources to assist you with developing them.



Train staff and increase awareness

Train staff and increase awareness of the GSR principles and your incident response arrangements. This could include embedding GSR into staff training or sharing resources within this guidance.



Test and exercise

Test and exercise your incident response arrangements to ensure they are workable and give you the results you expect. Capture lessons learned and improvement areas, and make any necessary changes to your arrangements.



Review

Regularly review your incident response arrangements and staff awareness to ensure GSR is fully embedded and remains effective.

Introduction

The threat picture for terrorism is complex and constantly evolving with terrorists choosing to attack a broad range of locations. An attack can happen at any time and any place.

Ensuring you are prepared for the worst - by developing adequate procedures and ensuring your staff are confident to respond to an attack - can help to keep everyone safe. Effective planning and preparation can also support you in fulfilling your legal obligations and duty of care responsibilities.

While Guide Shelter Report is not intended to tell you how to meet your obligations under the forthcoming [Terrorism \(Protection of Premises\) Act 2025](#), commonly referred to as Martyn's Law, adoption of this guidance can help to ensure your business or organisation has a good security culture and can respond effectively should an attack take place.

Past incidents have shown us that the public look towards staff members for advice and guidance when an attack is occurring and that decisive action can help to save lives.

The case-study on the opposite page presents an example of how planning and preparation helped businesses to respond effectively during the 2017 London Bridge Terrorist attack.

To help you in your own preparedness efforts, NaCTSO has developed **Guide Shelter Report** as a set of dynamic response principles that can be used by staff in the event of a terrorist attack.

These principles align and complement the roles and responsibilities your business/organisation will have in other emergency incidents (e.g. Fire, Health and Safety) where the expectation is that your staff must take reasonable care to look after themselves and others.

The next section covers these principles in further detail and will explain how you can implement them.

Case Study: London Bridge, 3 June 2017

On 3 June 2017, a terrorist attack occurred at London Bridge. The incident involved three attackers who used a van to run over pedestrians on London Bridge before the attack was continued on foot in the Borough Market area.

Although the attack lasted just 15 minutes, it resulted in the deaths of 8 people, with many more injured. However, countless lives were saved that day through the actions of business owners who were able to effectively **guide** and **shelter** members of the public to help keep them safe.

On recognising that an attack was occurring, a restaurant owner in the London Bridge area was able to make the quick decision to **guide** members of the public inside their premises and **shelter** them by locking windows and doors ('lockdown') before calling the police to **report** the attack. As a result, those within the restaurant remained safe until the emergency services were able to arrive.

These actions were only made possible by the planning that the restaurant owner had undertaken beforehand. This included having a plan in place and ensuring that staff had received counter-terrorism training.

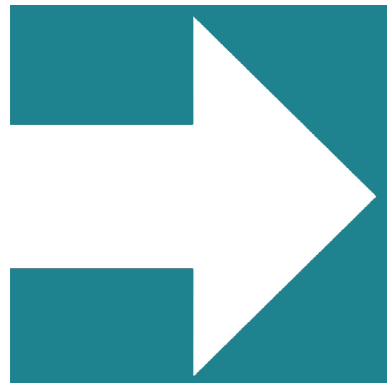


GSR principles

Guide Shelter Report (GSR) is a set of dynamic response principles that can be used by staff in the event of a terrorist attack. At its core, GSR is about enabling your business/organisation, and your staff, to protect people and save lives.

The principles are as follows:

In the event of a terrorist attack:



Guide people away from danger

The principle of 'Guide' is about having sufficient plans and procedures in place to ensure that your staff have the support and confidence to guide members of the public, visitors and other personnel to safety in the event of a terrorist attack.

Depending on the type of terrorist attack and circumstances, **guide** could include:

- Guiding members of the public towards exit points (evacuation)
- Guiding members of the public into your business or organisation and locking doors or other barriers to prevent access to part or all of a site or building (lockdown)
- Guiding members of the public to a safe area within a building (invacuation)
- Guiding members of the public to perform certain protective actions (e.g. the Remove, Remove, Remove advice for incidents involving hazardous substance exposure)



Shelter people to keep them safe

The principle of 'Shelter' is about having sufficient plans and procedures in place to ensure that your staff are prepared to shelter members of the public, visitors and other personnel in the event of a terrorist attack.

Depending on the type of terrorist attack and circumstances, **shelter** could include:

- Sheltering people in a safe area away from windows and external walls (invacuation)
- Sheltering people inside a locked and secure building (lockdown)
- Sheltering at an appropriate external location (e.g. locations selected in advance as part of a [small group dispersal plan](#))



Report to police by calling 999

The principle of 'Report' is about having sufficient plans and procedures in place to ensure that your staff can report an incident safely in the event of a terrorist attack. A person should only attempt to report once they are not in immediate danger.

Depending on the reporting procedures of your business or organisation, **reporting** to the emergency services may involve:

- Individual staff members directly contacting the emergency services
- Reporting the incident to senior staff or dedicated security personnel so that they can inform the emergency services

All staff should be encouraged to follow the ETHANE mnemonic (see [Annex A](#)) to enable effective reporting to the emergency services.

Do the GSR principles need to be used in a sequential order?

The principles of GSR are dynamic, meaning that they are not fixed to a specific sequence. They can be applied in different orders or simultaneously. This allows the principles to be adapted to organisational response procedures and used in a way that best fits the circumstances of an attack.

For example, when initiating a 'lockdown' procedure staff may perform different actions depending on their location. Staff at the entrance of your site may be 'guiding' members of the public into your premises, while other members of staff may be starting the process of 'sheltering' as these people are received.

How does GSR work if a RHT response is already taking place?

If the general public are responding to a terrorist attack by running or hiding in or around your premises, you should still implement the GSR principles.

While it may seem tempting not to intervene in a RHT response, the duty of care responsibilities you have as an business or organisation necessitate a structured and co-ordinated response to a terrorist attack. In practice, this may involve your staff guiding individuals who are already running or hiding to designated places of safety within or outside your premises.

What if members of the public ignore GSR?

It may not be possible to guide everyone to safety, especially if they refuse to comply with the actions given by your staff. Your staff should be instructed to guide and shelter individuals so long as it is safe to do so. They should not place themselves at further risk if individuals are uncooperative.

Who can initiate a GSR response?

Due to the fast-moving nature of terrorist attacks, it is important that all staff in your business or organisation are capable and confident with initiating a GSR response. For this to be possible, all incident procedures should include detail on how staff should perform GSR in the event of attack and your staff should be briefed and trained on their responsibilities.

For example, if a fast-paced terrorist attack is occurring in or around your premises, a staff member should be capable of performing a rapid risk assessment as they have been trained on the GSR principles and your incident procedures. This may see them guide members of the public towards a dedicated place of safety, ensuring a timely and controlled response, helping to save lives.





GSR within your business/organisation

GSR is a set of dynamic response principles that need to be supported by the entirety of your incident response arrangements. They are not a list of prescriptive actions that can automatically be relayed to staff without clearly defined arrangements or formal roles and responsibilities. Staff members must have appropriate support, knowledge and resources to enact the GSR principles effectively and with confidence. Without this foundation, staff members will not be able to perform GSR consistently and will not be able to respond effectively during an attack.

For example, to enable your staff to Guide effectively during a terrorist attack, you will need an evacuation, invacuation and lockdown procedure for your business or organisation. This will enable your staff to be clear on what to do, where to go, and their duty of care to themselves and

others. Your staff will need to be familiar with this plan and confident with putting it into practice. If you were to simply tell your staff members to 'guide' members of the public without a plan in place, they may perform this action inconsistently and in ways that increase the risk of harm occurring – putting themselves and others at risk in the process.

As a business or organisation, it is therefore not enough to tell your staff about GSR – you must establish appropriate security arrangements and provide your staff with the resources and training they require to respond confidently to a terrorist attack. As the first step in this process, you will need to review, or develop, your incident response arrangements with the principles of GSR in mind. The next section will guide you through how to achieve this.

Embedding GSR into your incident response arrangements

Incident response arrangements encompass a variety of policies, plans and procedures to enable your business or organisation to respond effectively to a terrorist attack or security incident. They are an essential part of your security framework, helping you to set the direction of your security management and the actions your staff will need to take to enact GSR.

As your incident response arrangements help to mitigate the impact of an attack, you may see them referred to as ‘controls’ within guidance on ProtectUK. Examples of incident arrangements are shown in the table on the next page.

The range of policies, plans and procedures available for implementation in this space may seem daunting, particularly if you are a small business or new to protective security. However, protective security is not a one size fits all. What is suitable for a larger organisation may not be possible or practical for a small or medium business. To help you determine what protective security arrangements are suitable for your business or organisation, you should look to undertake a security

risk assessment. This can help you to establish the threat(s) facing your business or organisation and the risk they pose, allowing you to select the most appropriate incident arrangements to put in place.

We cannot tell you the exact detail of what you will need to include in your incident arrangements. This is because they will need to reflect your business/ organisational context and capabilities. However, your plans and procedures should distinguish between the different types of attack that could occur at your premises. This is because the unique characteristics of each attack type will impact how your staff should respond i.e. how they guide, shelter and report.

Control	Description
Reporting Procedure	Management responsibilities and procedures for reporting and escalating security incidents.
Incident Management Plan (IMP)	An Incident Management Plan to manage a security incident from occurrence to business recovery.
Crisis Communication Plan	A crisis communication plan to guide action and communication during a security incident.
Lockdown, invacuation and evacuation procedures	Lockdown, invacuation and evacuation plans and procedures which designate routes and rendezvous points and outlines management / staff roles and responsibilities, including individual evacuation plans for disabled staff. All staff and visitors should be briefed on these procedures.
First aid response plans and procedures	A first aid response plan and procedure to provide management and direction setting for administration and provision of first aid during a security incident.
Incident response equipment	Equipment required during an emergency response to be maintained and prepositioned for use during a security incident.

Please note that this is not an exhaustive list and is not in priority order. You may also need to action several plans concurrently in response to an attack. An expanded list of incident arrangements is available as part of the [ProtectUK Controls List](#) - Section J and K.

Selecting appropriate incident arrangements

To establish the security arrangements your business or organisation requires, you should first undertake a security risk assessment.

A security risk assessment can be approached in different ways and can involve different levels of detail and resource commitment. Guidance and support are available if you are undertaking this process for the first time:

- **ProtectUK** offers a step-by-step guide for new users undertaking a security risk assessment using an event-based approach. This is supported by examples, templates, a webinar and the ProtectUK Controls List.
- **NPSA** offer guidance for an alternative asset-based approach, known as Protective Security Risk Management (PSRM).

You should review both approaches and decide which is best for your business or organisation. You can find more detail on ProtectUK:

- ProtectUK Risk Management Basics: [‘what approach should I use?’](#).

Please note: If you already have an effective security risk management process in place, you do not need to adopt a new process in order to embed GSR. You should use your established processes and this guidance to help you review your existing security arrangements in line with the GSR principles. You may find it helpful to review the **ProtectUK Controls List** to help you identify any gaps or weaknesses in your current approach.

Terrorist threat types

ProtectUK recognises 5 key terrorist threats that organisations may be exposed to:



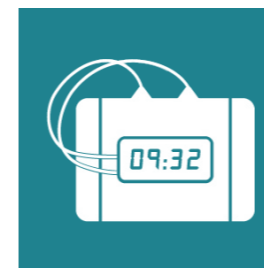
Marauding Terrorist Attack (MTA)

MTAs are fast-moving, violent incidents where attackers move through a location aiming to find and kill or injure as many people as possible. Terrorists may use vehicles, knives, guns, explosives, fire or any combination of the above.



Vehicle as a Weapon (VAW)

Vehicle As a Weapon (VAW) is the use of a vehicle to cause harm to individuals, damage to infrastructure or as part of a layered attack. A vehicle may be driven into crowds of people to cause harm or into infrastructure or assets to cause damage or disruption.



Improvised Explosive Device (IED)

An Improvised Explosive Device (IED) is the general term used to refer to a bomb which can cause significant damage to people and infrastructure. IED attacks can be varied depending on the construction of the device and where they are deployed.



Fire as a Weapon (FAW)

Fire As a Weapon (FAW) is the deliberate use of fire within a terrorist attack with the intent to cause harm. This may include causing harm to people, premeditated damage to property, or a combination of both.



Chemical, Biological and Radiological (CBR)

CBR encompasses a vast range of methodologies that could cause harm to people and damage to infrastructure. CBR attacks can involve the use of corrosive or flammable chemicals, toxic materials or radioactive sources. The hazard posed by these materials varies.

You can find out more about the general considerations for each terrorist attack type with the following links from ProtectUK and NPSA:

Marauding Terrorist Attack (MTA)

- [Marauding Terrorist Attacks \(MTA\) \(ProtectUK\)](#)
- [Marauding Terrorist Attacks \(MTA\) \(NPSA\)](#)

Improvised Explosive Device (IED)

- [Attack methodology: Improvised Explosive Devices \(IEDs\) \(ProtectUK\)](#)
- [Attack methodology: Vehicle bombs \(ProtectUK\)](#)
- [Improvised Explosive Device \(IED\) Threat Methodology \(NPSA\)](#)

Vehicle as a Weapon (VAW)

- [Vehicle as a weapon \(ProtectUK\)](#)
- [Vehicle as a Weapon Threat Methodology \(NPSA\)](#)

Fire as a Weapon (FAW)

- [Terrorist use of Fire in Attacks \(ProtectUK\)](#)
- [Fire as a Weapon Threat Methodology \(NPSA\)](#)

Chemical, Biological and Radiological (CBR)

- [Chemical, Biological and Radiological \(CBR\) attacks \(ProtectUK\)](#)
- [CBRN Threat Methodology \(NPSA\)](#)

As you develop your plans and procedures with the above in mind, the following questions can help to ensure that the arrangements you bring together provide adequate detail and resource to implement GSR.

For each incident plan and procedure that you develop (or review), consider:

Guide

- Who is responsible for guiding?
- How and where will they be guiding to?
- What do your staff need in order to guide effectively (step-by-step directions, resource, management support, communications)?
- Who is responsible for making decisions around guiding actions?
- Under what circumstances should staff not perform guide?

Shelter

- Who is responsible for sheltering?
- How and where will you be sheltering people?
- What do your staff need in order to shelter effectively? (step-by-step directions, resource, management support, communications)?
- Who is responsible for making decisions around sheltering?
- Under what circumstances should shelter not be performed?

Report

- Who is responsible for contacting the police?
- How will they contact the police?
- How will communication be initiated

if normal systems fail (e.g. phone, internet)?

- What information do they need to communicate to the police (organisational information, ETHANE)?

Please note that this is not an exhaustive list. Your plans and procedures will require detail beyond that stated here. You should use your knowledge of your business/organisation and capabilities in line with security planning advice and guidance available from NPSA and ProtectUK (See [Further Reading](#) section) to help you formulate plans and procedures that encompass GSR and fulfil your security requirements.

You may also find it useful to consult the [NPSA's Security Planning Guidance](#), which offers high level, practical advice to anyone looking to formulate a comprehensive security plan for the first time.

Testing and exercising

Your plans and procedures are only considered effective once they have been validated. You should therefore look to test and exercise them to make sure they are fit for purpose and give you the results that you expect. You should also aim to regularly review your plans and procedures to make sure they remain up-to-date and reflective of any change in threat or circumstance, including changes to suppliers, contractors or stakeholders.

When testing and exercising, you will need to take the time to ensure that staff at all levels are aware of the importance of this activity in developing their skills and ensuring an effective response. The main objective of your testing and exercising should be to test the plan rather than the individual. To achieve this, you should ensure that all staff are provided with the necessary familiarisation, training, practice and rehearsal opportunities before they participate.

It is also strongly advised that you work in collaboration with neighbours or other sites within a shared premises and local entities, such as Business Improvement Districts (BIDs) groups. This will help to ensure a unified response to incidents and create an understanding of how the response actions of others will impact you. For example, some sites may evacuate while others lockdown.

Testing and exercising your plans and procedures should not be viewed as an optional activity. Both are key to embedding GSR as they will build organisational competency and create

confidence in the capability of your staff to enact the plans you have developed.

The aim of your exercises should be to:

- Make sure that plans work and meet your specified requirements (verification)
- Develop staff and third-party competencies and enable them to understand and practice carrying out their roles within the plan (training)
- Test established procedures to confirm plans fulfil their intended purpose (exercise, rehearse and validate)
- Provide learning to further refine the plan (review)

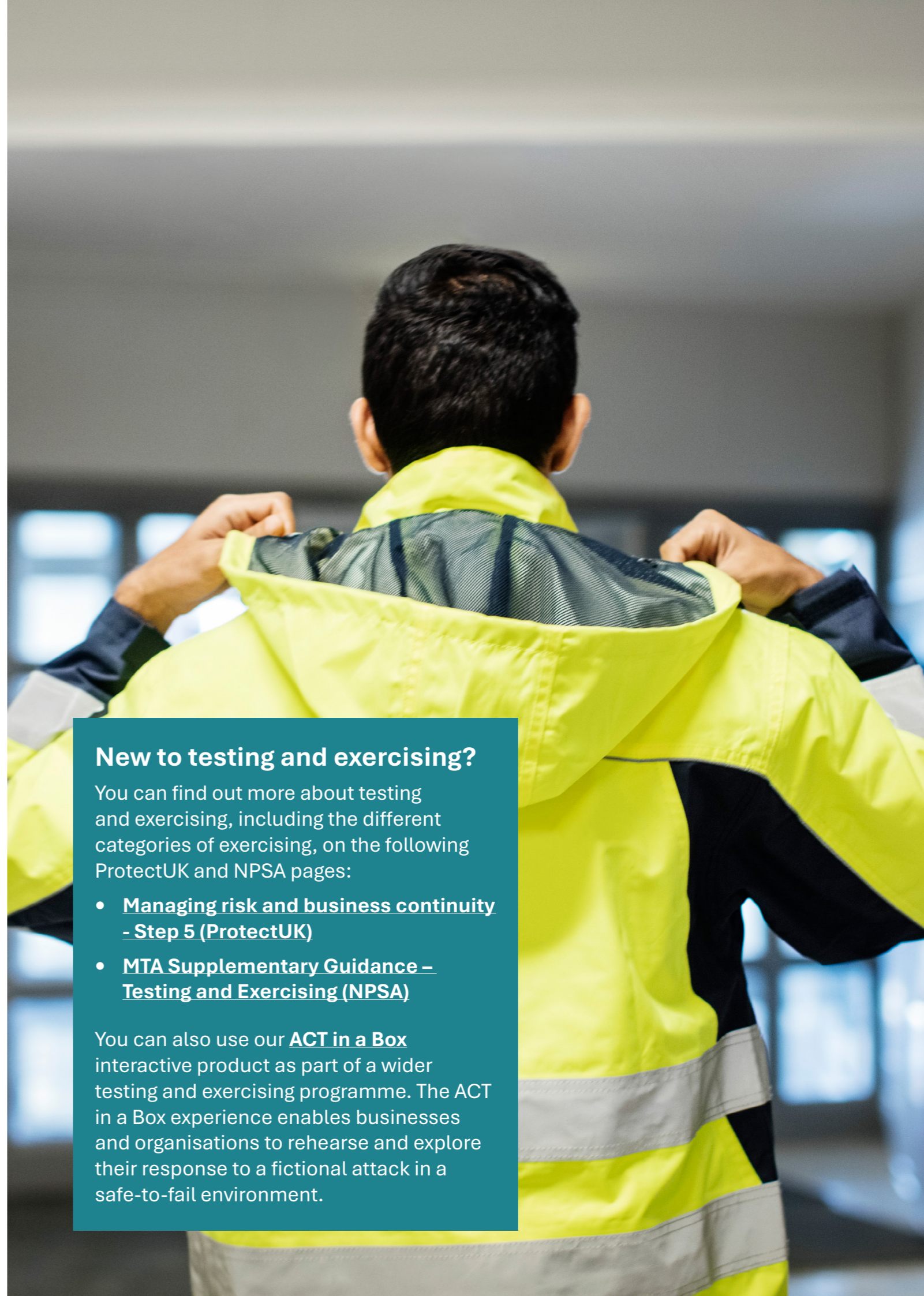
When testing and exercising it is important to identify lessons learned and opportunities for improvement. These insights can be used to improve your incident plans and procedures. You should aim to adapt and test your plans and procedures until they are workable and efficient.

New to testing and exercising?

You can find out more about testing and exercising, including the different categories of exercising, on the following ProtectUK and NPSA pages:

- [Managing risk and business continuity - Step 5 \(ProtectUK\)](#)
- [MTA Supplementary Guidance – Testing and Exercising \(NPSA\)](#)

You can also use our **ACT in a Box** interactive product as part of a wider testing and exercising programme. The ACT in a Box experience enables businesses and organisations to rehearse and explore their response to a fictional attack in a safe-to-fail environment.



Embedding GSR into your security culture

Having developed and aligned your incident response arrangements to GSR, you must now take action to embed GSR as a key aspect of your security culture. This will ensure that both your incident arrangements and GSR become an accepted part of the way your business or organisation approaches security.

To embed GSR within your business/organisation you will need to increase staff awareness and provide an appropriate level of training so that everyone understands their role and can perform effectively in the event of an incident. This will require you to think about the methods you will need to use to influence your security culture around incident response and how you will identify any training needs and requirements to support your staff,

including any knowledge, skills and confidence gaps.

The methods that you use to embed GSR within your security culture will be similar to those you use for other types of emergencies, such as fire safety and evacuation.

The next sections provide an overview of both training and awareness activity to get you started.

Training

Training and education can help your staff to develop the knowledge and skills that they require to effectively undertake their duties during an attack. You will need to determine the training needs for all individuals that are involved in your incident response. To achieve this, it may be appropriate to carry out a **training needs analysis (TNA)** or **gap analysis** to establish the current level of competence and the required level your staff will need to achieve.

The following activities may also be helpful in determining the training needs in your business or organisation:

- **Feedback:** getting feedback from personnel around the skills, training and knowledge they think they require
- **Reviews of documentation:** reviewing existing documentation including existing policies and procedures, previous incident response exercises and incident reports to identify skills that may be outside of core competencies and existing training provisions
- **Observation:** Reviews of current working practice to identify where training may be required or where specific skills need to be provided by an experienced person or outside provider

Once you have identified the training requirements for your business or organisation, you will then need to design and deliver the appropriate level of training activities to develop (or maintain) the competencies required of your staff. Types of activities could include:

- **Internal training:** Internal training can include a combination of e-Learning, microlearning and role specific training. Training should be based on the outcomes of your TNA or gap analysis. E-Learning and microlearning can be useful options if you would like to build a baseline of knowledge across your staff. They can also be easily incorporated into onboarding for new starters.
- **Self-study options:** Self-study can involve encouraging staff to proactively read and keep up-to-date with your business or organisation's incident response information and incident-related education. For example, reading books or industry publications.
- **External training or awareness sessions:** External training and awareness sessions can be useful additions your internal training activity or can be used when you lack the resources and expertise to deliver training in-house. If you are looking for freely available awareness sessions, you may wish to utilise the offerings on ProtectUK, such as the [ACT Awareness e-Learning](#) and [ACT in a Box](#) products.
- **Practice and rehearsals:** Practicing and rehearsing a response to a terrorist incident can help to reinforce the behaviours you expect of your staff. Practice is likely to be focused on individuals, whilst rehearsals will involve a team or multiple teams working together.
- **Testing and exercising:** Testing and exercising can also help to develop the skills and confidence required to respond effectively during an incident

Security Culture

A set of values, shared by everyone in an organisation, that determine how people are expected to think about and approach security

and can take several forms. See the above section and associated signposting for further details

Once training is developed, you should look to provide protected learning time for staff so they can complete the necessary training activities relevant to their roles and responsibilities. Training provided to staff should be assessed, documented and reviewed regularly, especially when there is significant change within your business/organisation or your incident response arrangements.

Awareness

Awareness raising activities can complement your training efforts. These activities provide the opportunity to raise levels of awareness of your incident response arrangements and communicate the importance of them within your business or organisation.

Types of awareness activities could include:

- **Staff briefings:** Proactive staff briefings can provide the opportunity to inform staff of their roles and responsibilities during an incident in line with your incident response plans and procedures.
- **Visual reminders:** Visual reminders can be placed around secure areas to help reinforce key messages and protocols. This could include GSR posters (see resources section below), action cards, aide memoires, or any other resources developed by your business or organisation.
- **Testing and exercising:** Testing and exercising can be a great way to increase awareness and drive

buy-in and engagement across your business or organisation. By bringing a plan to life, staff are more likely to understand the importance of their responsibilities. They will also have the opportunity to directly experience the impact of their actions on your business or organisation's overall incident response. This can help to foster a sense of shared responsibility and increase trust.

Building awareness of your incident arrangements with other interested stakeholders such as customers, suppliers and contractors can also generate confidence and reassurance. However, as your incident arrangements will include sensitive or confidential information, you should consider and agree the type of information and level of detail that is appropriate to share.

Developing training

It may take some time to develop a suitable training programme for your staff. This is because you may need to further refine your policies, plans and procedures before specific training can be developed and implemented.

If this is the case, you should look at what you can provide now to help familiarise your staff with the concept of a terrorist attack and the GSR principles, as well as simple guidance for responding to an incident. This could include utilising the freely available **ACT Awareness e-Learning** or **ACT in a Box** products on ProtectUK so that staff are familiar with the different attack types and can practice incident response in a safe-to-fail environment.



GSR in practice

To further assist your understanding of GSR, we have provided an example scenario of GSR in practice. This scenario will provide you with a greater understanding of how your incident arrangements will support and influence the guide, sheltering and reporting actions of your staff. It will also illustrate why it is necessary to have the appropriate incident arrangements in place.

Scenario	
<p>You are a shop floor staff member at a medium sized organisation. There is a disturbance outside of the organisation you work for. Members of the public appear to be running and distressed. You feel safe enough to gather further information by looking out the door of your site. You hear members of the public shouting ‘they’re stabbing people’. You cannot see the attacker.</p>	
Principle	Action
<p>Guide</p> <p>You understand you must act immediately due to the threat. There is no time to inform your duty manager.</p> <p>You decide to guide a small group of nearby individuals inside. You see the attacker in the distance and quickly lock the doors.</p>	<p>Supporting security arrangement</p> <p>Roles and responsibilities Staff must be confident and capable of guiding the public to safety in the event of an attack. This requires them to fully understand their role during a security incident and the behaviours you expect of them in different scenarios.</p> <p>Training and awareness In order to confidently assess the situation and guide members of the public, staff must receive adequate security training. This should include training on your organisational plans and procedures, including their specific roles and the behaviours you expect of them.</p> <p>Invacuation, evacuation and lockdown procedure MTA Plan For staff to perform guide effectively, they must be familiar with your security plans and procedures. This will enable them to assess the developing situation and decide on an appropriate action e.g. when they should guide the public and where, and when this action should cease to be performed.</p>
<p>Shelter</p> <p>After locking the doors, you inform the duty manager of the attack . In response to the evolving situation, an announcement is made that a full lockdown procedure is in place.</p> <p>As part of your lockdown procedures, you help to shelter those at your site, instructing them to hide and to remain silent and still. No injuries have occurred.</p> <p>Other members of staff monitor the situation to ensure that the integrity of the lockdown is not compromised.</p>	<p>Roles and responsibilities Staff must be familiar with the roles and responsibilities assigned to specific staff, particularly those with the authority to initiate formal incident procedures.</p> <p>Communications plan Your business or organisation should have a clear communications plan that details the steps that should be taken in the event of an incident. This should include information that should be relayed to those sheltering within your premises. This plan may also provide additional detail on communicating with your neighbouring businesses and the key information that should be shared around the specific actions you have taken.</p> <p>Invacuation, evacuation and lockdown procedure MTA Plan For staff to shelter effectively, they must be familiar with your security plans and procedures. All staff should be aware of dedicated places of safety (within or outside your business or organisation), in addition to pre-defined egress routes. This will enable them to safely shelter the public and keep them safe.</p> <p>Training and awareness In order to confidently shelter members of the public, staff must receive adequate security training. This should include training on your organisational plans and procedures.</p>

		<p>First Aid equipment and Public Access Trauma (PaCT) first aid kits First aid equipment and PaCT kits should be available and accessible to staff in the event of injuries. Staff should be familiar with their locations and trained to administer their contents.</p>
Report	<p>You have been sheltering people in place for some time. As the immediate danger appears to have passed, your duty manager makes the decision to call the police. They use ETHANE to communicate key information.</p> <p>The police inform your manager to keep people hidden and to continue sheltering. The police are on the way.</p>	<p>Roles and responsibilities Staff must be familiar with the roles and responsibilities assigned to specific staff, particularly if they relate to reporting. Some businesses or organisations may assign a reporting role to all staff members i.e. any staff member may report a security incident to the police as soon as it is safe to do so. However, some businesses or organisations may have an established chain of command, where only specific roles have this responsibility. Staff should be familiar with your chosen approach and the roles you assign in order to ensure the police are informed without delay.</p> <p>Reporting procedure A reporting procedure can help staff confidently report a security incident with clear step-by-step instructions. It should provide clear escalation routes and specify who is responsible for reporting to the police in the event of an incident. It may also include specific information that staff should relay to the police, such as ETHANE.</p> <p>Training and awareness In order to confidently report an incident to the police and relay key information, staff should be aware of and comfortable using ETHANE.</p>





Annex A - ETHANE

The ETHANE mnemonic is an established reporting framework which provides a common structure for responders and their control rooms to understand and share incident information. By encouraging clear and concise initial information sharing, the ETHANE model can help to ensure a faster and more accurate response for the general public. ETHANE can be used when reporting any major incident, including terrorism.

When reporting an incident, the emergency services will collect the following information:

E	EXACT LOCATION	What is the exact location or geographical area of the incident?
T	TYPE OF INCIDENT	What kind of incident is it?
H	HAZARDS	What hazards or potential hazards can be identified?
A	ACCESS	What are the best routes for access and egress?
N	NUMBER OF CASUALTIES	How many casualties are there, and what conditions are they in?
E	EMERGENCY SERVICES	Which, and how many, emergency responder assets and personnel are required or are already on-scene?

Further reading

To help you find the information you need easily, we have provided a comprehensive list of all the signposting included within this guidance.

Dispersal Plan

- [Dispersal Plan \(NPSA\)](#)

Run Hide Tell

- [Marauding Terrorist Attack \(MTA\): RUN HIDE TELL \(ProtectUK\)](#)

Martyn's Law

- [Martyn's Law overview and what you need to know \(ProtectUK\)](#)

NPSA Risk Management

- [Protective Security Risk Management \(NPSA\)](#)

ProtectUK Risk Management

- [ProtectUK Risk Management Guidance \(ProtectUK\)](#)
- [Risk Management Basics \(ProtectUK\)](#)
- [ProtectUK Controls List \(ProtectUK\)](#)

Remove, Remove, Remove

- [REMOVE. REMOVE. REMOVE: Guidance on hazardous substance exposure \(ProtectUK\)](#)

Protected Spaces

- [Protected Spaces: Building Services & Internal Spaces \(NPSA\)](#)

Terrorist Threats - Marauding Terrorist Attack (MTA)

- [Marauding Terrorist Attacks \(MTA\) \(ProtectUK\)](#)
- [Marauding Terrorist Attacks \(MTA\) \(NPSA\)](#)

Terrorist Threats - Improvised Explosive Device (IED)

- [Attack methodology: Improvised Explosive Devices \(IEDs\) \(ProtectUK\)](#)
- [Attack methodology: Vehicle bombs \(ProtectUK\)](#)
- [Improvised Explosive Device \(IED\) Threat Methodology \(NPSA\)](#)

Terrorist Threats - Vehicle as a Weapon (VAW)

- [Vehicle as a weapon \(ProtectUK\)](#)
- [Vehicle as a Weapon Threat Methodology \(NPSA\)](#)

Terrorist Threats - Fire as a Weapon (FAW)

- [Terrorist use of Fire in Attacks \(ProtectUK\)](#)
- [Fire as a Weapon Threat Methodology \(NPSA\)](#)

Terrorist Threats - Chemical, Biological and Radiological (CBR)

- [Chemical, Biological and Radiological \(CBR\) attacks \(ProtectUK\)](#)
- [CBRN Threat Methodology \(NPSA\)](#)

Testing and Exercising Guidance

- [Managing risk and business continuity - Step 5 \(ProtectUK\)](#)
- [MTA Supplementary Guidance – Testing and Exercising \(NPSA\)](#)

Training and Awareness Products

- [ACT in a Box Exercises \(ProtectUK\)](#)
- [ACT Awareness e-Learning \(ProtectUK\)](#)

