Protecting Our Crowded Places from Attack:
Assessing Your Protective Security

Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga:
Te Aromatawai i Tō Whakamarutanga

New Zealand Government

Introduction

All New Zealanders have a role to play in keeping crowded places safe.

Protecting Our Crowded Places from Attack: New Zealand's Strategy[1] / Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga: Te Rautaki a Aotearoa has been developed to protect people working in, using, and visiting crowded places. The strategy's intent is to, every extent possible, preserve the public's use and enjoyment of these places while making them more resilient.

This document is part of a series of resources published by the New Zealand Police to help you understand the risks around crowded places, and to provide advice on how to prevent and manage those risks. It should be read in conjunction with the Protecting Our Crowded Places from Attack: New Zealand's Strategy[2] / Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga: Te Rautaki a Aotearoa.

It is recommended you complete the Protecting Our Crowded Places from Attack: Self-Assessment Tool[3] / Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga: Utauta Aromatawai Whaiaro prior to completing this document.

These documents are regularly reviewed and updated. New information is also published from time to time.

Please check the New Zealand Police Crowded Places website[4] on a regular basis to ensure you have the latest and most comprehensive information.

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[1&2] www.police.govt.nz/crowdedplaces/crowded-places-strategy
[3&4] www.police.govt.nz/crowdedplaces/prepare-your-crowded-place

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About this protective security tool

The areas of focus in this tool will help you to consider factors that attackers take into account when they're looking for a target.

To complete, read each section and consider the needs of your crowded place.

Decide what is relevant for you and what level of security is appropriate given the vulnerability and scale of your crowded place.

For each area of focus use the column entitled "Actions required to improve existing, or implement new, security measures" to note down any shortcomings you need to address.

For the purposes of this document it is valuable if you can think like a would-be attacker and are able to consider what security measures are likely to detect and/or deter them from attempting an attack on your crowded place. An organised attack will likely have been planned well in advance – the best outcome is prevention.

You should also consider the different expectations held by each type of attendee to your crowded place i.e. they will expect to enter and move freely dependant on whether they are an employee, have paid to enter or been invited, have a special status or are supplying services.

Once you have completed the document, review your actions and develop a more detailed plan that will ensure you address each area effectively.

What is effective protective security?

Protective security measures aim to **deter**, **detect**, **delay**, **respond** to and recover from an attack. Owners and operators of crowded places are responsible for:

- assessing the risks and vulnerabilities of their crowded place
- implementing appropriate mitigations for risks at their crowded place
- keeping mitigations in proportion with the risks to their crowded place
- monitoring the effectiveness of the mitigations
- reviewing the mitigations at appropriate times.

For more detailed information on Protective Security refer to the Protective Security Requirements website[5].

Obvious physical and electronic target hardening measures e.g. fences; electronic access control

Visual detection and alert systems e.g. CCTV cameras

Timely and coordinated reaction by security staff

Physical counter measures and processes e.g. bollards, trained staff interventions

DETER — DETECT — DELAY — RESPOND

Owners and operators of crowded places should be guided by these principles:

- It is not possible to protect everything; prioritise the highest risk areas of the crowded place
- It is important that protective security measures are proportionate to the level and type of threat to the crowded place
- It is more cost-effective to plan security for a crowded place when it is being designed than when it is already in place.

To find out more about your obligations as a business owner (Person Conducting a Business or Undertaking) you can look at the Health and Safety at Work Act 2015[6].

Security staff

Your crowded place may have dedicated trained security staff.

You may also hire security staff for a specific event, or use existing staff for security purposes and brief them as necessary for special events.

Training and experience may vary from minimal to highly professional.

If security staff are visible, competent and adequately trained, the following security duties can deter would-be-attackers:

Patrols
- visible security to create a presence across the site in both secure and non-secure zones
- engagement with staff and visitors: observing and greeting with a simple "hello" or "kia ora"
- escorting VIPs as appropriate

Searches
- bag searches
- personal scanning or wand searches
- metal detection

Technology
- screening e.g. bags, deliveries, etc.
- ticket scanning
- closed circuit television (CCTV)

Specialist skills
- security trained in assessing risks associated with human behaviour

Things to consider	Actions required to improve existing, or implement new, security measures
• What experience and professional training do your security staff have? • What levels of training do your security staff need in order to carry out their duties? • Have you got a training plan specifically for your security staff?	
• What are the standard security procedures that are routinely carried out? • Do you assess whether your standard procedures deliver the result you require? Do they need to be reviewed and how often?	
• Are your security staff visible to, and engaged with visitors at your location? • Do your security staff understand the benefits of pro-active engagement with your visitors?	

Things to consider	Actions required to improve existing, or implement new, security measures
• Do your security staff understand their role as a friendly face for your visitors to approach with any concerns?	
• Would increasing visibility of security staff lift the profile of security at your crowded place?	
• Anything else you could consider?	

Your organisation's staff contribution to security

A good approach to security is one where all staff and volunteers take responsibility for the location's security, irrespective of their jobs. These teams can be the eyes and ears of your crowded place. They can often identify something "that just isn't normal or right". Encourage them to speak up and alert security or management.

Ideally all staff (permanent, contractor and casual and volunteers) should be trained or briefed on your security processes. They will know what to look out for, how they should respond and who they should escalate any security concerns to. They are a key part of your wider security team.

Your staff are a first line of defence against suspicious activity and security at your location.

They should also be briefed on ESCAPE. HIDE. TELL. so they know what to do if an attack was to occur. Refer to Protecting Our Crowded Places from Attack: New Zealand's Strategy[7] / Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga: Te Rautaki a Aotearoa for more information.

Things to consider	Actions required to improve existing, or implement new, security measures
• Are all your staff contributing to the security of your crowded place? • Are they encouraged to understand that security is a collective responsibility? • Are they clear on escalation processes for reporting events or concerns • Do they all know what they can do and the importance of being aware of security?	
• Have you set clear expectations with staff members regarding their role in security? • Have you set clear expectations with visitors regarding their role in security?	
• Are all staff briefed on ESCAPE. HIDE. TELL.?	
• Are your staff encouraged to ensure their security badges are clearly visible at all times while at your location?	

Things to consider	Actions required to improve existing, or implement new, security measures
• Have you got a security training plan for all your staff? • Do staff know to pass information on in a timely manner?	
• Have you got reporting and escalation processes to manage the information received from your staff? • Is this information prioritised and passed on to the right authorities in a timely manner?	
• Anything else you could consider?	

Physical security

Natural or constructed physical barriers at a location can delay a would-be attacker from accessing your crowd, these delays allow security to intervene or people to escape to safety.

Physical security may be permanent or temporary. It is most effective when it's combined with trained security staff and others who have security responsibilities as part of their roles.

Things to consider	Actions required to improve existing, or implement new, security measures
• What are the physical security aspects at your crowded place? • Are they relevant and/or appropriate for your crowded place?	
• Is this positioning of physical barriers likely to delay and/or deter a would-be attacker?	
• Do you have enough barriers that are sufficiently robust to meet your location's needs?	
• Anything else you could consider?	

Prevention of hostile vehicles

The mission of a hostile vehicle is to access a crowd to scare, injure or kill people. This can be a low-sophistication, low-resourced means of committing high-impact violent acts.

Security barriers, the location of parking and restriction of vehicle movement can all prevent the use of hostile vehicles in an attack.

Staff, services and visitors may all have vehicles. Consider how these vehicles move into, within, and out of, your crowded place.

Things to consider	Actions required to improve existing, or implement new, security measures
• Are there opportunities for hostile vehicles to enter your crowded place and be used to create harm?	
• What barriers (natural or man-made) are in place to reduce your crowded place's vulnerability to a hostile vehicle? • Have you reviewed the layout of any barriers e.g. chicane vs straight line? • Do you need any, more or stronger barriers?	
• Is parking permitted at your crowded place? • Is parking in a secure area? • Would parked vehicles deter and delay hostile vehicular access to gathered crowds? • Do you patrol parking areas?	
• Do you have a traffic management plan for your crowded place? • How will vehicles enter or depart your crowded place? • How will vehicles move through your crowded place? • Are there restrictions to where vehicles can go, park or wait?	
• Anything else you could consider?	

Use of technology

Owners and operators of crowded places can use technology to detect and deter people and their activities that may pose threats.

Examples of technology systems that detect and/or deter suspicious activity may include:

- good lighting e.g. sensors
- personal scanning wands
- closed circuit television (CCTV)
- metal detectors
- x-ray scanners
- explosive-material detectors
- artificial intelligence/facial recognition/automated number plate recognition software

Things to consider	Actions required to improve existing, or implement new, security measures
• What technology do you have that could deter and detect the preparation and planning of an attack?	
• Can your technology be changed or enhanced in some way to better assist in detecting an individual or items that would assist in deterring an attack?	
• Is your technology fit for purpose? • Is it kept upgraded to latest releases? • Is there new technology that you could consider?	
• Are video feeds from the technology live, who reviews them? • Are they recorded and stored for future reference?	
• Anything else you could consider?	

Security at access points (entry and exit)

Entry and exit points present challenges in terms of flow of staff and visitors and often create congestion areas. Some flexibility may be required to ensure efficient movement at peak times.

All staff (permanent, casual, security, special event, volunteers and services) need to be clearly identified and to be verified as they pass in and out of your crowded place or specific areas.

Official visitors should be clearly identified while at your crowded place, especially if they have access to areas where the public may not have access.

Onsite signage needs to be visible and easily understood. It should outline the security procedures; for example that security cameras are in use, bag searches are required or access to this area is limited, etc.

Things to consider	Actions required to improve existing, or implement new, security measures
• Is your access point security proportionate and considerate of the expected number of attendees and visitors to your crowded place?	
• What access point security measures are likely to detect or deter at attacker from attempting an attack on your crowded place?	
• Would your access point security delay an attack? • What can you implement that would give first responders valuable extra time?	
• Anything else you could consider?	

Security at the perimeter

Lighting, signage and physical barriers can be used to protect the perimeter of your crowded place.

If your crowded place moves (such as fun run or a parade) your security plan will need to be adaptable and agile.

Things to consider	Actions required to improve existing, or implement new, security measures
• Would your perimeter security measures deter or delay an attack on your crowded place?	
• Do you regularly look for vulnerabilities at the perimeter of your crowded place?	
• Has your perimeter changed recently? • Will the perimeter change during the event?	
• If your crowded place is temporary or moving, how long before and/or after the event should your perimeter be secured for?	
• Anything else you could consider?	

Detection of suspicious behaviour

Security and staff should be looking for suspicious behaviours at your crowded place. This may be an indicator of an individual or a group that is preparing to commit a crime, attack or similar incident.

For example a would-be-attacker may undertake surveillance by observing patterns, or hiding to see if they can be detected.

Attacks are generally planned well in advance. It is always better to catch it in the planning stage.

You want to protect all people at your crowded place:

- train your staff to detect and deter suspicious behaviour[8].
- create a challenge culture that all staff can participate in that is not aggressive or threatening, rather enquiring, for example; "Hi, I notice you don't have an ID showing, can I help you?"
- create an environment where all staff and visitors can report unusual or suspicious behaviour.

Things to consider	Actions required to improve existing, or implement new, security measures
• What level of skill, experience and effectiveness do your staff have at detecting suspicious behaviour? • Do you need to provide training, or additional training? • Is the training a one-off? Or is it refreshed/repeated to keep security at front of mind?	
• Do you have a simple reporting process when suspicious behaviour is detected? • Are the responses to a report timely, scalable and appropriate? • Are all incidents reviewed to ensure processes and procedures are updated as appropriate?	
• Do you regularly test to assess the effectiveness of staff challenging unknown people or suspicious or non-compliant behaviour?	
• Anything else you could consider?	

Security of information

For sensitive physical information documents, the end to end life cycle of the document must be considered, this includes creation, copying, storing, transferring and disposal.

For Information Technology you will need to consider cyber security, intrusions, passwords, log on/ log off policies, encryption, hosting and back-ups. There are good resources available on the CERT NZ website[9].

Things to consider	Actions required to improve existing, or implement new, security measures
• What information do you hold that could be of value to a would-be attacker?	
• In what forms (paper, phones or computers) do you hold valuable information? • Do you have appropriate levels of security in place for all the forms in which you hold valuable information?	
• If your crowded place is an event, do you constantly review and amend the end to end processes you have in place to ensure security of your information, before, during and after your event? • How is information used from one event to the next?	
• How often is your information security effectiveness reviewed?	
• Anything else you could consider?	

Security plans, policies and procedures

Documenting plans for a variety of known risks can help to mitigate the impact of an attack. They should outline who is responsible for what actions, and the procedures to be followed.

To be of value the plans, policies and procedures must be reviewed regularly and communicated to staff, volunteers, customers and business partners.

Things to consider	Actions required to improve existing, or implement new, security measures
• Do you regularly review your security plans, policies and procedures and look for possible gaps? • Do you engage a security expert to undertake reviews? Should you?	
• Do you update your security plans, policies and procedures to respond to changes in your crowded place? Examples could be an increase in visitor numbers, higher profile activities, or addition of a new technology? • Do you update your security plans if the national counter-terrorism threat level changes?	
• Do you have, as part of new staff induction, an introduction to security plans, policies and procedures? • Do you clearly outline your expectations to new staff? • Do you regularly update staff with any changes to security policies and procedures? • Is there a regular refresher session for all existing staff?	
• Do you have a Business Continuity Plan and Recovery Plan? • Is it current and have you tested it? • Have you updated any gaps identified? • Do you have a scheduled run through of your BCP– regularly or before a special event?	
• Anything else you could consider?	

Next Steps

In using this tool you have considered ten key areas that will help to keep your crowded place safe.

You may have noted some areas where you feel you can change your current ways of operating.

It is recommended that you now develop a plan to address each of those areas.

If you feel there are significant gaps, or remain concerned for your location, it is recommended you complete the Protecting Our Crowded Places from Attack: Security Audit[10] / Te Whakamaru i Ō Tātau Wāhi Kōpiripiri mai i te Whakaekenga: Ōtita Whakamarutanga document to develop further plans and responses.

You may also want to contact a security professional and seek assistance from them.

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[10] *www.police.govt.nz/crowdedplaces/prepare-your-crowded-place*

All New Zealanders are responsible for helping to detect and prevent attacks in crowded places.

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In the event of an attack

ESCAPE

Move quickly and quietly away from danger, but only if it is safe to do so.

HIDE

Stay out of sight and silence your mobile phone.

TELL

Call the Police by dialling 111 when it is safe.

www.police.govt.nz/crowdedplaces

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