
Protecting Our Crowded Places from Attack: Presentation

Facilitator Guide

Version 1.0
June 2023

Crowded Places Facilitator Guide

Overview

This facilitator guide is to be used alongside its respective slideshow to explain the Crowded Places Strategy and additional supportive resources.

Estimated time of delivery: **90 minutes**



Preparation

- Room/location
- Resources
 - 'Crowded Places Presentation' – Display slideshow
 - 'Crowded Places – Facilitator Guide' - Print
 - '[Crowded Place Strategy](#)' – Print copies & Display
 - '[Self-Assessment Tool](#)' – Print copies

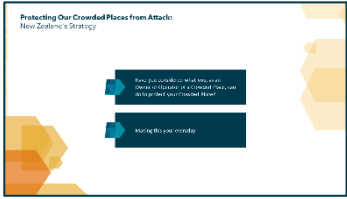
Agenda

Time	Topic	This document's page reference	Presentation slide reference
5 min	Welcome	3	Slide 1
3 min	Housekeeping	3	Slide 1
7 min	Protecting our crowded places from attack	4	Slide 2
4 min	Crowded Places Strategy	5	Slide 3
10 min	The Four Elements	6 - 7	Slide 4
7 min	Layered security	8 - 9	Slide 5
15 min	Why would I do a self-assessment?	10 - 11	Slide 6
8 min	Key resources	12 - 13	Slide 7
8 min	Other resources	14 - 15	Slide 8
8 min	What should I do if there is an attack?	16 - 17	Slide 9
4 min	Where do I find everything?	18	Slide 10
4 min	Who do I contact if I'm concerned?	19	Slide 11
5 min	What do we do next?	19	Slide 12
2 min	All New Zealanders	19	Slide 13
90 min			

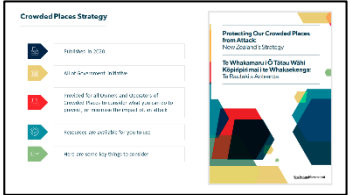
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Time	Content	Resources
5 min	<p>Welcome</p> <p>DO: Welcome everyone to the session.</p> <p>ASK: By a show of hands - is anyone familiar with the Crowded Places Strategy or has anyone heard of it before?</p> <p>DO: Ask one or two people who have their hands up what they know about Crowded Places before continuing.</p>	<p>Slide 1</p> 
3 min	<p>Housekeeping</p> <p>SAY: Before we jump into the session, let's cover off some housekeeping.</p> <p>DO: Run through your location's health and safety protocols, such as:</p> <ul style="list-style-type: none"> • Emergency exits • What to do in event of a fire or evacuation (note that this will also be covered in the session) 	<p>Slide 1</p> 

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<p>7 min</p>	<h2>Protecting our crowded places from attack</h2> <p>SAY: Let's start off with an overview of Crowded Places.</p> <p>DO: Inform participants of the CP Strategy and direct them to the website where it is available. Have a copy of the Strategy and tools for each participant or electronic access to them.</p> <p>SAY: The New Zealand Govt has developed this Strategy to help owners and operators of crowded places protect the lives of people working in, using, and visiting their crowded place. The Strategy intends to provide a common message for owners and operators, and tools for them to use to protect their crowded place from an attack or minimise the impact of an attack.</p> <p>SAY: This training is designed to create an awareness of the Strategy and what you can do to help keep New Zealand safe. Owners and operators can better detect, deter, delay, and respond to an attack and individuals know how to respond in the unlikely event of an attack.</p> <p>ASK: What elements do you think qualify a place to be labelled as a 'Crowded Place'?</p> <p>DO: Define a Crowded Place to participants:</p> <p>SAY: "Crowded places are locations that large numbers of people access easily and predictably. This includes sporting arenas, transport hubs, public transport buildings and offices, schools, shopping centres, restaurants, hotels, theatres, and other entertainment venues; community festivals and markets; and civic spaces. Crowded places can also include open spaces like busy urban Streets, parks, and pedestrian malls. A crowded place is not necessarily always crowded: The density of the crowd may vary between day and night, and between seasons; the crowd may be temporary such as sporting events, festivals, concerts, or one-off events."</p> <p>SAY: Although attacks in crowded places in New Zealand are not common, they have occurred and could happen again.</p> <p>SAY: Owners and operators need to consider vulnerabilities to their crowded place and incorporate risk mitigation measures into their environment.</p>	<h2>Slide 2</h2>  <p>https://www.police.govt.nz/advice-services/protecting-crowded-places-attack/crowded-places-Strategy</p>
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	<p>SAY: This training will step you through the Strategy and show you what you can do to mitigate the likelihood and impact of an attack.</p>	
4 min	<p>Crowded Places Strategy</p> <p>SAY: Next let's look at the Strategy in more detail.</p> <p>SAY: The Strategy is based on Australia and New Zealand Counter Terrorism Committee Documents. The Strategy has been aligned to reflect the New Zealand environment and is an All of Govt Strategy.</p> <p>SAY: The Strategy is designed to shift the mindset and enable owner/operators to undertake their own assessments to make crowded places across New Zealand more resilient to attacks.</p> <p>SAY: Its objective is to protect the lives of people working in, using, and visiting crowded places.</p> <p>SAY: The Strategy and this training has been designed to inform, not inflame. You should continue to visit crowded places, just be more aware of your surroundings and what is happening around you.</p>	<p>Slide 3</p> 

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The Four Elements

SAY: The Strategy has four elements that can be applied.

SAY: Building Stronger partnerships: Enhancing and using existing partnerships between New Zealand organisations to make them more aware of the risks at crowded places and increase resilience.

SAY: As part of the Strategy, three key groups have been established. They work and share information together to promote the Strategy and share it amongst their business and community partners.

SAY: Crowded Places Advisory Group New Zealand. CPAG New Zealand – Who own the Strategy on behalf of All of Government.

Business Advisory Group New Zealand. BAG New Zealand Owners and Operators of Businesses and Business Groups across New Zealand.

Community Advisory Group New Zealand. CAG New Zealand Leaders of Community Groups across New Zealand.

SAY: These groups meet on a regular basis to share trends, contribute ideas and insights from the sector they represent. They will also share appropriate information back to their respective sector to help create more awareness on the terrorism environment.

SAY: Enabling better sharing of information and guidance: Information on New Zealand's threat environment and terrorism threat level can be found here; [Counter-terrorism | Department of the Prime Minister and Cabinet \(DPMC\)](#)

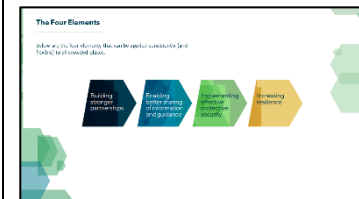
DO: Open the above link to display.

SAY: So why do we need to know this? The threat level will influence how you utilise the assessment forms and what protective security measures you may want to apply.

SAY: The guidelines and tools referred to today will help inform owners, operators, and employees on what they can do to minimise the vulnerabilities at their crowded place.

SAY: Implementing Effective Protective Security: These measures aim to Deter, Detect, Delay, Respond and Recover from an attack. This section of the Strategy gives owners and operators basic knowledge about protective

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	<p>security. Using tools and resources such as the self-assessment tool and assessing our protective security can assist in ensuring our response is proportionate.</p> <p>SAY: Increasing Resilience: Having a resilient crowded place can help prevent it being attacked, reduce the damage caused and enable an owner/operator to resume business as usual quicker.</p> <p>SAY: Building a strong security culture is key to increasing resilience.</p> <p>SAY: An effective security culture can include:</p> <ul style="list-style-type: none">• Making security a permanent part of team meetings.• Requiring managers/owners to demonstrate a commitment to security values and standards.• Understanding the commercial, reputational, and legal risks that could result from inadequate protective security measures.• Ensuring staff have clear guidance about protective security standards and processes.• Staff challenging others not wearing appropriate ID when required.• Promoting good security practice to staff and visitors.• Ensuring security breaches are shared with staff and lessons learnt from them.• Putting staff through security training scenarios (ESCAPE. HIDE. TELL. is spoken to in more detail soon). <p>SAY: Think about our workplace: Can someone freely walk into our workplace unchallenged? Are doors wedged open when they shouldn't be? Do staff wear identification? Are access control cards subject to regular audits? If we use security guards, do they engage with others? Could an attacker enter our workplace unchallenged?</p> <p>ASK: By show of hands, have any of these questions been overlooked at our place of work?</p> <p>DO: Pick someone with their hand up and ask which one/s apply to their workplace and what they think they could do to mitigate the likelihood or impact of an attack.</p>	
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Layered security

SAY: Layered security is the practice of securing a site by applying multiple layers of complementary protective security measures.

SAY: The goal is to reduce the chance of an attack by building multiple layers into site security.

SAY: The principles of Deter, Detect and Delay supported by an effective response plan will help disrupt a potential attacker.

SAY: Deter: Deterrence is aimed at discouraging undesirable behaviour and stopping would-be perpetrators from carrying out an attack. This can include engaged security patrols, CCTV, security lighting, security signage, and a robust challenge-based security culture amongst staff e.g., staff will challenge persons not wearing appropriate ID.

SAY: Implementing appropriate mitigations that are proportionate to our environment is important. To help decide which mitigations are appropriate you should consider:

- Purpose of the Crowded Place and whether used by high profile individuals.
- History of attacks at the location.
- Presence of high-risk facilities near the crowded place.
- Existing security measures.
- Current threat advice.

SAY: Detect: Identify threats prior to or as soon as possible after entering a protected location. Detection methods can include:

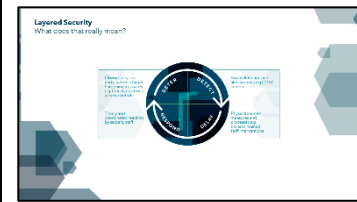
- A workplace with a robust security culture.
- Security lighting.
- Engaged and professional security staff.
- CCTV that is constantly monitored.

SAY: Delay: Maximise the time required for an attacker to penetrate through a site and reach protected assets or people.

Delay measures can include:

- Positive employee identification.
- Access control points.
- Security fences.
- Vehicle security barriers.
- Alarm Systems.

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	<p>SAY: Respond: An organised approach to addressing and managing an active attack.</p> <p>SAY: Any response to an attack should be proportionate and necessary. A response plan should include:</p> <ul style="list-style-type: none">• Site communication systems.• Site escalation procedures that have been rehearsed.• Who is in control and authorised to make decisions?• Evacuation procedures and contingency plans that are attack dependant and rehearsed.• ESCAPE. HIDE. TELL. messaging is an important part of the response and covered in more detail soon.• CCTV can be important at the time, if it is being monitored. Or may be of use after the attack for analysis or legal purposes.	
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Why would I do a self-assessment?

DO: Provide participants with a copy of or access to the self-assessment document.

SAY: It is recommended that we complete a self-assessment as a minimum for our workplace. It will help us understand the vulnerabilities of our crowded place and provide advice on how to prevent and manage those risks. It will also assist in assessing what other resources we may need to protect our work area.

SAY: The self-assessment tool should be used by owners and operators of crowded places. And it should be done for both business-as-usual at our location, but also if we are holding an event. The responses we give might be very different for each of those.

SAY: Try to answer the questions from a would-be attacker's perspective, not from yours.

SAY: The self-assessment tool should be completed when reviewing security measures, alongside regular security drills or if there is an increase in perceived vulnerability to the crowded place.

DO: Step through each segment of the document and discuss with other team members. Have them complete a self-assessment on your location and compare the different scoring that will likely eventuate due to individual perceptions.

SAY: It is common for people to have different scores. Everyone may have a different perspective on importance and/or vulnerability and it could be important to understand those differing views.

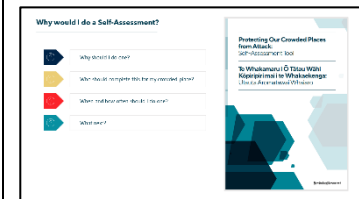
DO: Get an average of everyone's scores and share with the group.

SAY: If our self-assessment score is 29 or less then it seems likely our location and attendees may not be highly attractive to would-be attackers.

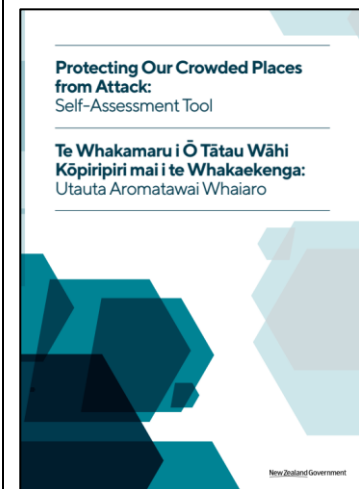
SAY: If our self-assessment score is 30 or more, our crowded place could be attractive to would-be attackers, and we may wish to review our security measures. We will need to carry out the following actions after this session:

- Complete the "Assessing Your Protective Security" document to identify possible vulnerabilities.

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<https://www.police.govt.nz/advice-services/protecting-crowded-places-attack/prepare-your-crowded-place>



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	<ul style="list-style-type: none">• And consider if we need to complete the “Security Audit” form for a thorough review of our vulnerabilities. <p>SAY: When seeking additional support about protective security, we should contact specialist security advisors in the first instance.</p> <p>SAY: If our crowded place is significantly important or deemed high risk then we should contact our local Police who may be able to offer further guidance.</p>	
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<p>8 min</p>	<p>Key resources</p> <p>SAY: Here are a few additional tools we can use to help keep our crowded places safe.</p> <p>SAY: Assessing Your Protective Security Tool:</p> <p>SAY: This tool will help us consider factors that attackers might consider when looking for a target. It covers information on:</p> <ul style="list-style-type: none"> • Security staff. • Staff contribution to security. • Physical security. • Prevention of hostile vehicles. • Use of technology. • Security at access points. • Security at the perimeter. • Detection of suspicious behaviour. • Security of information. • Security plans, policies, and procedures. <p>SAY: If on completing this tool, we feel there are some areas that we need to change it is recommended we develop a plan to address these issues. Contacting a security professional for assistance could also be considered.</p> <p>SAY: If we remain concerned, then it is recommended we also complete the Security Audit Tool.</p> <p>SAY: Security Audit:</p> <p>SAY: This form has been developed to cater for all crowded places who have completed the previous documents mentioned above and who are concerned at their vulnerability. It is recommended to conduct an audit on current protective security arrangements.</p> <p>SAY: The results of the audit will assist us to select <u>proportionate</u> protective security measures for the level of risk we face.</p> <p>SAY: It can be completed by the owner/operator or in conjunction with a security professional.</p> <p>SAY: It is a more comprehensive document and covers the following security themes:</p> <ul style="list-style-type: none"> • Security plans and policies. • General security arrangements. • Security at access points. 	<p>Slide 7</p>  <p>www.fireandemergency.nz/hazardous-substances</p>
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	<ul style="list-style-type: none">• Security at the perimeter.• Prevention of hostile vehicles.• CCTV.• Detection of suspicious behaviour.• Security of information.• Security of staff and volunteers. <p>SAY: Once completed this form will contain sensitive information about our location, it is important we save the document on our secure network, password protect the document and restrict its circulation.</p> <p>SAY: We may choose to approach a security professional for advice on how to complete this form or complete this ourselves.</p>	
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<p>8 Min</p>	<p>Other resources</p> <p>SAY: Detecting Hostile Reconnaissance:</p> <p>SAY: Hostile reconnaissance is the purposeful observation of people, vehicles, buildings, places, and spaces to collect information that assists in the planning of an attack. Analysis of previous attacks show some form of reconnaissance is likely prior to an attack.</p> <p>SAY: Detecting suspicious activity is an important security measure that could disrupt planning. Some of the best people to identify suspicious behaviours are the people who work in or frequent our place on a regular basis as we are more in tune with our environment and can quickly notice something that is new, or out of place.</p> <p>SAY: The detecting hostile reconnaissance document outlines some measures and approaches that could assist us in identifying hostile reconnaissance and how to report this.</p> <p>SAY: We could consider contacting a security specialist who may be able to assist with our understanding on how to detect hostile reconnaissance.</p> <p>SAY: Recognising Threats:</p> <p>SAY: This document summarises how to recognise threats, threat types, weapons that may be used, and ensuring we have an ESCAPE. HIDE. TELL. response plan in place that has been thoroughly practiced and subject to regular review. ESCAPE. HIDE. TELL. procedures are covered in more detail in an upcoming slide.</p> <p>SAY: Understanding how to recognise suspicious behaviour such as hostile reconnaissance will give us an early indication of potential planning and an opportunity to prevent an attack.</p> <p>SAY: A simple method to apply is the WHAT approach:</p> <ul style="list-style-type: none">• What are they doing?• How are they behaving?• Alone or acting with others?• Threat what type do they pose? <p>SAY: A pre attack warning may be given in person, by phone, email, social media or by post. In this case call 111 and advise Police immediately.</p>	<p>Slide 8</p> 
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	<p>SAY: The Response segment on this section is very important so our people on site are aware of what to expect when Police arrive. If an attack has occurred, locating the attacker is a priority so Police may go past injured people asking for help. Once the attacker is located and the person/persons are no longer a threat, other Police teams will start to assist those who are injured.</p> <p>SAY: ESCAPE. HIDE. TELL. messaging is frequent in this segment and Remove, Remove, Remove appears for attacks involving hazardous substances.</p> <p>SAY: If a hazardous substance has been released tell those effected to:</p> <ul style="list-style-type: none">• Remove themselves from the area.• Remove outer clothing.• Remove the substance from the skin using a dry absorbent material. <p>SAY: More information on Remove, Remove, Remove can be found at www.fireandemergency.NewZealand/hazardous-substances</p>	
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What should I do if there is an attack?

SAY: If an attack happens at our crowded place, we need to commence a coordinated security response.

SAY: Our designated security staff, wardens or health and safety people need to respond quickly and manage or limit the impact of threats to our crowded place.

SAY: Our communications need to be clear and concise.

SAY: And all our staff need to understand and practice our response plans to an attack.

SAY: As mentioned earlier a key message from the Crowded Places Strategy is ESCAPE. HIDE. TELL.

SAY: ESCAPE:

- If you see a safe route, ESCAPE.
- Move quickly and quietly away from danger.
- Tell others not to enter the area but only if it does not put you in danger.
- Take your mobile phone.
- Do not let your belongings impede your ESCAPE.

SAY: HIDE:

- Stay out of sight and silence your phones.
- If you are unable to escape, HIDE.
- Stay out of sight and silence your phone.
- Move away from doors and remain quiet.
- Try and put a sturdy barrier between you and the attacker.
- Help others, but only if it does not put you at risk.
- Constantly review the situation and your best options to keep safe.

SAY: TELL:

- Call the Police on 111 when it is safe to do so.
- You may be asked about your location, surroundings, the attackers and what has occurred.
- You may be asked to stay on the line and provide further information.

SAY: An effective ESCAPE. HIDE. TELL. plan needs to be well publicised within our location with regular rehearsals. All staff (including volunteers) need to be familiar with this plan.

SAY: It is recommended to incorporate this training into our fire drill and other emergency rehearsals.

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www.police.govt.nz/crowdedplaces

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	<p>SAY: When we run a fire drill rather than gather in one large group, <u>disperse</u> to avoid creating a large gathering.</p> <p>SAY: The most important message here is to have an ESCAPE. HIDE. TELL plan that has been rehearsed with all staff on a regular basis. Debrief all rehearsals and ensure issues or learnings are shared with all on site staff.</p> <p>SAY: ESCAPE. HIDE. TELL posters can be downloaded from the Police site - and are in 15 different languages. www.police.govt.nz/crowdedplaces</p>	
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<p>4 min</p>	<p>Where do I find everything?</p> <p>SAY: We have covered off a lot of high-level information today. Everything that we have talked about regarding protecting Crowded Places can be found here - www.police.govt.nz/crowdedplaces. Spend some time looking through these in your own time as well.</p> <p>DO: Show participants where the link leads to and click the “Prepare your crowded place” tab to show them where all the resources can be found.</p> <p>SAY: NZSIS have also published a document on “Know the Signs” that may be of interest.</p> <p>DO: Show participants where the link leads to Know-the-signs.pdf (nzsis.govt.nz)</p>	<p>Slide 10</p>  <p>www.police.govt.nz/crowdedplaces</p>
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<p>4 min</p>	<p>Who do I contact if I'm concerned?</p> <p>SAY: In an emergency always call 111.</p> <p>SAY: If the information is not time-critical, people can report suspicious or unusual behaviour by:</p> <ul style="list-style-type: none"> • completing a report at www.105.police.govt.nz or calling Police's non-emergency number 105 • visiting their nearest Police station • phoning Crimestoppers on 0800 555 111 • contacting the NZSIS on 0800 747 224 or via their NZSIS - Contact Us - How you can help - Public Contribution Form • And always talk with our security representatives if you have concerns. 	<p>Slide 11</p> <p>Who Do I Contact If I'm Concerned?</p> <p>If the information is not time-critical, people can report suspicious or unusual behaviour by:</p> <ul style="list-style-type: none"> • completing a report at www.105.police.govt.nz or calling Police's non-emergency number 105 • visiting their nearest Police station • phoning Crimestoppers on 0800 555 111 • contacting the NZSIS on 0800 747 224 or via their Public Contribution Form <p>Talk with your security representatives to consider what you can do to prevent an attack, or if you have concerns.</p>
<p>5 min</p>	<p>What do we do next?</p> <p>SAY: Today's session may have raised some concerns. There are possibly some small actions we can do to protect our place.</p> <p>ASK: Has anyone thought of anything that we could easily put in place?</p> <p>SAY: If you have any other ideas or concerns, please contact [name] with those directly.</p> <p>SAY: We want to protect our everyday. With your help we can.</p>	<p>Slide 12</p> <p>What Do We Do Next?</p> <p>Use this presentation to discuss concerns about our Crowded Place?</p> <p>What can we do to prevent an attack?</p> <p>Who else needs to see this information?</p> <p>How can we introduce this into our everyday?</p> <p>Thank you for your time</p> <p>Remember:</p> <ul style="list-style-type: none"> • ESCAPE. HIDE. TELL. • While actions can do a lot to protect crowded places • We can all help share this information under their own organisation
<p>2 min</p>	<p>SAY: Thank you for your time.</p> <p>SAY: Remember ESCAPE. HIDE. TELL.</p> <p>SAY: We want to protect our everyday. With your help we can. We <i>all</i> have a responsibility to protect our crowded places.</p> <p>END presentation.</p>	<p>Slide 13</p> <p>All New Zealanders are responsible for helping to detect and prevent attacks in crowded places.</p>