

RESPONSE GUIDE:

ACTIVE ASSAILANT INCIDENT



INTRODUCTION

This guide provides an overview of the critical steps that can be taken to prepare for and respond to an active assailant incident in a shopping centre. The guide aims to provide actionable steps and best practices for effective response. It is intended for center management officials, security service providers, and tenants.

Shopping center management will come under intense scrutiny when an attack occurs and will be judged on the protection and procedures in place before an attack. This scrutiny will play out in real-time, particularly after the event.

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WHAT IS AN ACTIVE ASSAILANT INCIDENT?

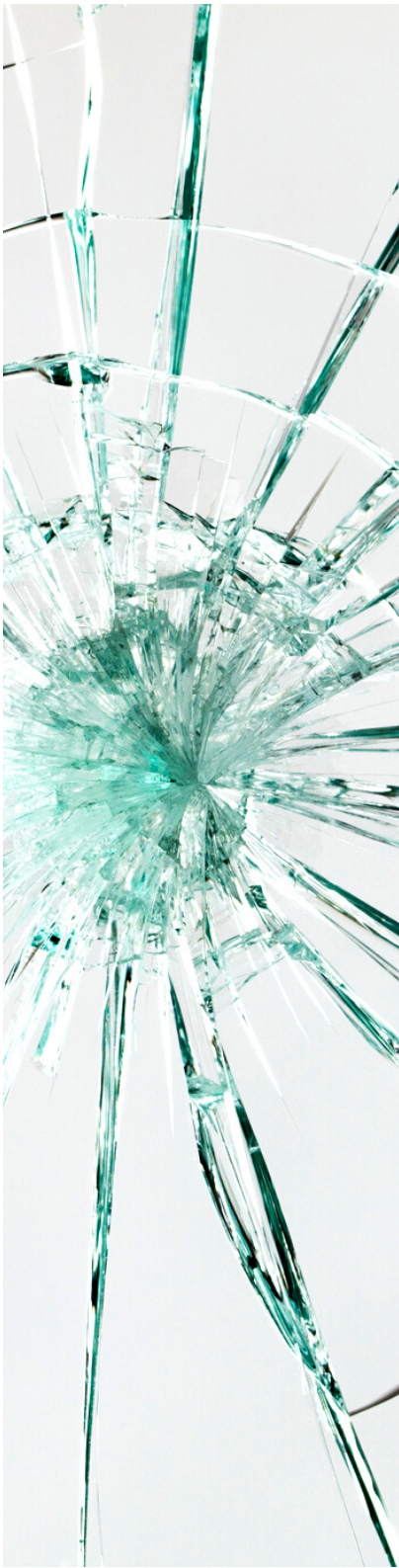
An active assailant incident is an event in which one or more individuals use deadly force to attack people in a public place. This is becoming more frequent in many countries around the world. These types of incidents can occur with little or no warning and can be very difficult to stop.

Active assailants pose a significant threat within shopping centers, utilizing various forms of violence to harm the public. These incidents, characterized by a shared objective of exposing innocent individuals to deadly force, often persist until external intervention disrupts the violence.

When examining documented cases of active assailant incidents, it becomes evident that most of these events unfold over five to ten minutes. The duration can be shortened if swift action is taken by law enforcement, promptly arriving at the scene, or if the assailant voluntarily withdraws from the premises.

NOTE! This guide is intended to provide general information about active assailant incidents and how to respond to them. It is not intended to be a substitute for professional training or advice. If you have any questions or concerns about active assailant incidents, please consult with a professional. This guide is also not intended to be a comprehensive list of all the steps that can be taken to prepare for and respond to an active assailant incident. The specific steps that are necessary will vary depending on the particular circumstances of the incident.

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THREE CRITICAL SUCCESS FACTORS



PLANNING: Having a plan before an incident occurs will help ensure that everyone knows what to do and that resources are used effectively.

COMMUNICATION: Effective and quick communication is essential during an active assailant incident. This includes communicating with staff, tenants, visitors, and law enforcement.

COOPERATION: All stakeholders must work together to respond to an active assailant incident. This includes center management, security service providers, tenants, and law enforcement. This guide will provide an overview of what these critical success factors could mean for the stakeholders involved in responding to an active assailant incident in a shopping centre.



Remember! Regular review, evaluation, and adaptation of your plans and procedures are essential to ensure ongoing preparedness and effective response to active assailant incidents. Stay updated on the latest industry practices and leverage the expertise of professionals in the field.

If you need further guidance or assistance specific to your shopping center, consider consulting with the police, security experts or specialists who can provide tailored advice based on your unique circumstances.

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PLANNING



Effective planning is a critical success factor in mitigating the consequences of an active assailant incident within shopping centers. Mental preparation through thorough planning, training, and personnel exercises can significantly reduce the impact of such events. Drawing from international experiences, it is evident that the ability to take action even in uncertain circumstances is paramount. Ensuring proper readiness to handle an active assailant situation is essential.

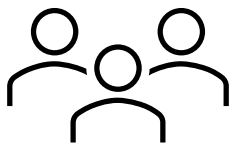
Comprehensive planning should encompass preventive measures, response strategies during the incident, and post-incident procedures with a focus on minimizing the consequences. Active assailant incidents typically occur suddenly, within a short timeframe, often before the police arrive. Therefore, it is imperative for staff to take immediate measures to protect themselves. The absence of a well-defined plan or preparedness to handle such situations can result in significant damage to both the well-being of individuals and the business.

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COMMUNICATION

Effective and quick communication is crucial in rapidly escalating events in ensuring a coordinated response and reducing the risk of injuries or fatalities. Shopping centre's must evaluate their communication capabilities to communicate an incident using PA system promptly and efficiently, SMS messages, or other types of communication.



COOPERATION

Collaboration between shopping center management officials, security service providers, tenants, and law enforcement is vital for success. Sharing experiences, exchanging information, and conducting joint operational exercises enhance understanding and cooperation among all parties involved.

**REMEMBER**

Your own
safety always
comes first!

This collaborative approach leads to safer incident management and fosters a sense of security for everyone. If nearby businesses, such as arenas, train stations, or large offices, share a similar risk profile, it is important for the shopping centre to establish cooperation with them. Special attention should be given to the ability to alert each other promptly, enabling proactive measures in response to potential threats.



THE ROLE OF THE CENTER MANAGEMENT

To effectively handle an unpredictable event, center management officials must have a well-defined plan that outlines specific actions to be taken during an incident, including when, where, how, who, and why. Active assailant incidents are typically brief yet intense, leaving limited capacity for informing and guiding the business during the event. Thorough preparation with clearly defined roles and responsibilities is crucial.

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THE FOLLOWING ASPECTS SHOULD BE REVIEWED AND PLANNED FOR BY CENTER MANAGEMENT OFFICIALS.

See attachment 1 for a checklist.

**BEFORE
AN INCIDENT**

Security policy: Develop a comprehensive security policy that addresses specific events involving an active assailant.

Roles and responsibilities: Clearly define the roles and responsibilities of all individuals involved and specify when each action should be taken.

Communication: Set and decide on how to communicate; which alert messages are you to use? Determine what information needs to be shared, establish effective communication channels, and define when and how information should be quickly disseminated.

Technical systems: Assess and utilize appropriate technical solutions and systems available for incident management. E.g., PA system and pre-set safety messages, SMS system, or other.

Guidelines and routines: Establish simple guidelines and implement standardized procedures to ensure a consistent response; tenants need simple instructions.

Training: Conduct training sessions in collaboration with tenants, security service providers, and the police. Micro training for tenants is very efficient.

Exercises: Evaluate, follow up, and improve incident response through exercises and simple simulations.

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**DURING
AN INCIDENT**

Communication: Determine how communication will be managed effectively during the incident. Pre-set messages on your PA system, SMS messages or other is necessary for quick and efficient communication.

Roles and responsibilities: Clearly assign and communicate responsibilities for each individual during the incident. Your tenants must have instructions in place.

Crisis management: Establish both on-site and remote crisis management protocols.

Police presence: Coordinate with the police, including meeting points and information sharing regarding their requirements. Do they need updated maps, access to CCTV, keys, access cards, shut down of electricity, or turn of the fire alarm system?



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**AFTER
THE INCIDENT**

First aid: Develop protocols for the handling of injured staff, tenants and visitors and other personnel.

Media management: Implement strategies for effectively managing media relations post-incident.

Operations: Define processes to facilitate the return to normal business operations.

Maintenance: Ensure the existence of routines for cleaning and sanitization following an incident.

Crisis support: Establish mechanisms for psychological support and debriefing among staff members, identifying those needing professional assistance.

Coordination: Plan for memorial services and memorial sites in the event of casualties.

Event follow-up: Document the incident, identify areas for improvement, and implement necessary changes.



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IMPORTANT ASPECTS

Practice and evaluation: Regular practice, evaluation, and routine setting are crucial. Simple exercises like “get out” drills and scenario-based discussions can enhance mental preparedness and ensure consistent responses among center management officials, security service providers, and tenants. Not more than a 20 min exercise for quickly leaving the store in a quick and way or closing the store and hide.

Collaboration with the police and emergency services: Inviting emergency services to participate in exercises improves collaboration and provides valuable local knowledge. It also enhances tenants' understanding of police and emergency service operations.

Tenant communication: This is crucial; tenants must know about applicable guidelines, procedures, communication, and the actions center management officials will take during an active assailant incident.

Collaboration group: Establish a collaboration group consisting of tenants, security service providers, and the police to coordinate internal routines for realistic actions and expectations.

Updated shopping centre drawings: Maintain up-to-date drawings of the shopping centre and always ensure their availability for external parties.

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Tenant exercises: Encourage tenants to conduct their own simple exercises with their staff, focusing on various scenarios and decision-making processes. E.g., How do we close the store, how do we handle customers wanting to leave the store, and how do we get out of our store quickly and safely? Through neighboring tenant areas, break a window?

Coordination with nearby businesses: Establish alert mechanisms and coordination procedures with nearby businesses in case of incidents, fostering a collective response.

Reopening plans: Develop a plan for determining when the shopping centre should reopen after an incident. Consider supporting tenants unable to return to their businesses and address future supply deliveries. Set and decide on an initial time frame for opening and restoring the business and gathering information.

Incorporating these considerations will strengthen shopping center management officials' preparedness and response capabilities!



REMEMBER

Your own safety always comes first!

Remember, regular review, evaluation, and adaptation of your plans and procedures are essential to ensure ongoing preparedness and effective response to active assailant incidents. Stay updated on the latest industry practices and leverage the expertise of professionals in the field.

If you need further guidance or assistance specific to your shopping center, consider consulting with security experts or specialists who can provide tailored advice based on your unique circumstances.



THE ROLE OF THE SECURITY PROVIDER

As the security service provider will likely be on-site first, along with the tenants, developing clear guidelines and procedures in coordination with center management officials is crucial.



**BEFORE
AN INCIDENT**

Roles and responsibilities: Clearly define the roles and responsibilities of security personnel, ensuring everyone understands their tasks and objectives. Set down the actions.

Guidelines and routines: Implement simple but comprehensive guidelines and routines that align with the overall security plan.

Training, exercise, evaluation, and follow-up: Conduct regular simple training sessions, exercises, evaluations, and follow-ups to enhance preparedness and response capabilities.

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**DURING
AN INCIDENT**

Immediate alerts: Promptly notify the police, center management officials, and tenants about the ongoing incident.

Communication: Establish effective communication channels and determine the equipment to be used for quick communication during the incident. Constant communication with staff, tenants, and visitors is a very important factor.

CCTV surveillance: Provide timely and accurate information to the relevant parties, such as the police, regarding the perpetrator(s). Include details like the number of individuals and their description, the use and type of weapons, their location, actions, and any other information captured by CCTV cameras.

Coordination with the police: Collaborate with the arriving police personnel, determine meeting points, and provide them with essential information and equipment as required.
How to turn of the fire alarm, CCTV, maps, keys?

**AFTER
THE INCIDENT**

Handling of injured individuals: Develop protocols for the prompt and proper handling of injured civilians and personnel, including first aid and medical assistance.

Support for affected individuals: Address the needs of individuals who may be in a state of shock or distress.

Return to business: Establish procedures for resuming normal operations while ensuring the safety and security of the premises, it has been a crime scene. People who have lost goods during the incident, cars in the garage, tenants wanting to get back to the store, etc.

Crisis support: Arrange sessions for security and other personnel to debrief the incident, identify those in need of professional support.

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IMPORTANT ASPECTS

Contact information: Maintain accurate and up-to-date contact information for center management officials to enable efficient communication.

Emergency equipment: Familiarize security personnel with the locations of first aid kits, trauma kits, stretchers, and other emergency equipment. Think about having first aid equipment in back areas for injured staff, tenants and visitors.

Information sharing with the police: During an ongoing incident, meet with the police to provide essential information such as number of perpetrators, weapons, or other relevant information.

Equipment for police: Prepare updated maps, keys, access cards, access to CCTV. Switch of the fire alarm (hearing radios inside when entering), electricity switch, entry points to the shopping center, garage, and exits.

Rendezvous point: Determine the designated rendezvous point for security personnel, considering the potential chaos during and after an incident.

Physical and visual site security: Establish protocols for sealing off the site both physically and visually to ensure the safety of individuals and to preserve the integrity of the scene.

Crime scene management: Develop a plan for handling lost goods and store belongings, including procedures for storing vehicles (if they are part of the crime scene) and securing loose items. Consider tenants' access to their stores during this process.

**REMEMBER**

Your own safety always comes first!



THE ROLE OF TENANTS

To enable staff members in stores to handle and respond effectively during an active assailant incident, it is essential to have a well-defined plan, communication and messages, guidelines, routines, training, and practice. When developing your plan, prioritize simplicity and clarity regarding each individual's roles and responsibilities. Identify the closest emergency exits, stairs, windows, neighbouring stores, or any other viable means of escape. Further, identify and assess suitable places within your store to lock yourselves in or hide.



See attachment 2.

Maintain concise and easily understandable routines and checklists to ensure easy recall and implementation.

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THE FOLLOWING CONSIDERATIONS SHOULD BE CHECKED AND ENSURED:

Contact information: Ensure that you have the correct contact information for center management officials to report incidents promptly.

Security service provider measures: Understand the security service provider's protocols and measures in place to respond to an active assailant incident.

Communication: Familiarize yourself with the shopping centre's communication systems, such as the PA system, mobile app, or SMS, to receive and disseminate information effectively. Active assailant message; what do say as the initial message "the trigger", "during" and when "all is clear".

Audibility of PA system: Confirm whether the PA system is audible inside your store during emergency announcements.

Music system and alarm integration: Verify if the music system automatically turns off in the event of an alarm. If not, address and fix this issue.

Alarm sound and codes: Understand the distinct alarm sound or codes used within the shopping centre and ensure awareness of how to respond accordingly.

Determining when the incident is over: Establish communication protocols or announcements that indicate when the police is on sight and when it is safe to resume normal operations.

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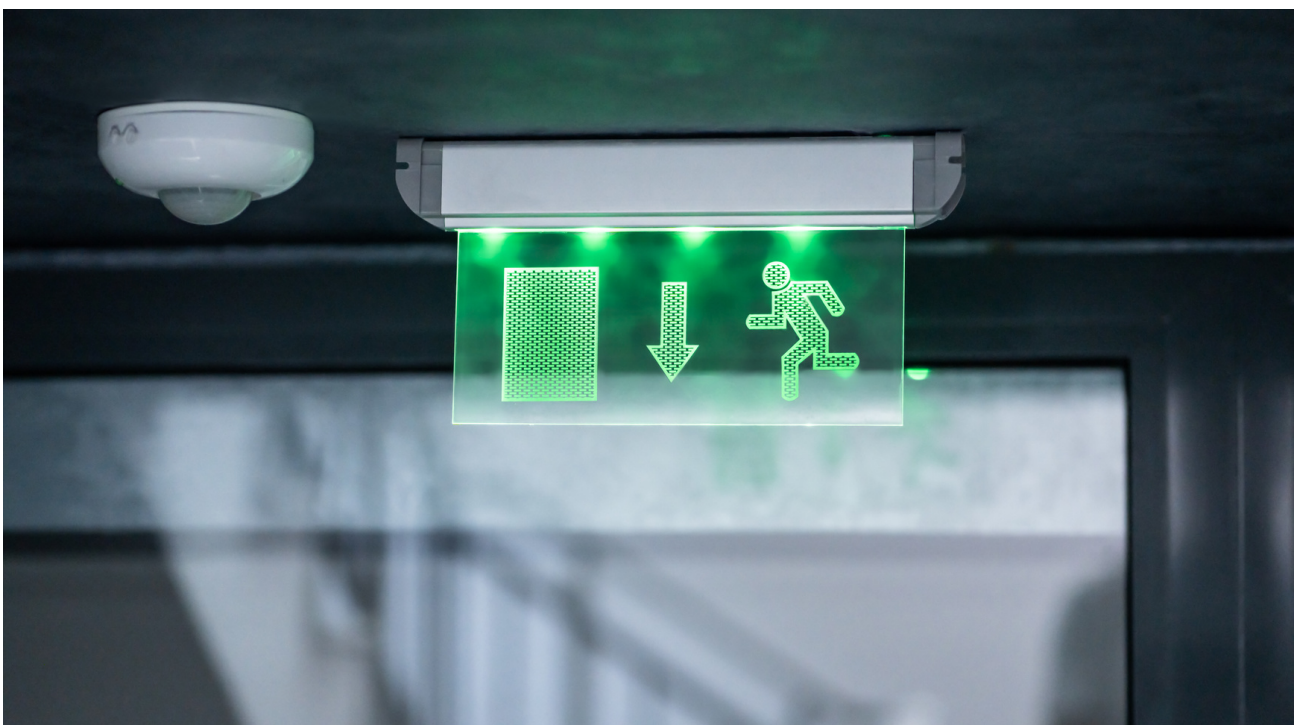
**REMEMBER**

There will be chaos
and uncertainty.
Your own safety
always comes first!

Store-specific decisions: Develop clear and concise decision-making processes specific to your store's needs and circumstances.

Interaction with neighbouring stores: Establish communication and coordination with neighbouring stores to improve the chances of escaping or finding a safe hiding place.

Simultaneous fire alarm and active assailant incident: Plan and communicate procedures for handling situations where a fire alarm coincides with an ongoing incident of an active assailant, what do we do and how shall we act.



IMPORTANT ASPECTS

Training and practice: Participate in training sessions and exercises, preferably involving all stakeholders, including the police.

Conduct simple internal exercises within your store to enhance skills and confidence in executing routines with your staff.

Examples of internal exercises include:

- Practicing simple measures for evacuation, lockdown, and managing customers within your store.
- Identifying all possible exits, including windows, roof access, neighboring stores, or secure areas within your store.
- Discuss how your staff members and store would handle an active assailant incident and address any unique challenges that may arise.
 - Staff or customers in panic.
 - How do we act if the fire alarm goes off?
 - What shall we do, and how do we act?
 - How do we barricade our store area?
 - When shall we prepare to act against an assailant, and how?



REMEMBER

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HANDLING OF CUSTOMERS

Develop store-specific routines for handling customers during an active assailant incident, focusing on individual and collective safety.

CONSIDER THE FOLLOWING EXAMPLES WHEN PLANNING:

Customers already inside the store: Determine appropriate actions and communication to ensure customer safety.

Customers seeking refuge in your store: Establish procedures for assisting customers who seek shelter in your store during an incident.

Managing panicked customers: Define protocols for handling customers who may experience panic or distress.

Customers with disabilities: Consider specific measures to assist customers with disabilities during an incident.

Customers wanting to leave: Consider actions to take if a customer wishes to leave the premises during an ongoing incident.

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INTERACTION WITH THE POLICE

Please note that when the police arrive at the scene, their first priority is always to neutralize the threat. Only once that is done can relevant emergency services start to help those exposed.

WHEN THE POLICE ARRIVE AT THE SCENE, ADHERE TO THE FOLLOWING GUIDELINES:

- Follow instructions provided by law enforcement officers.
- Remain calm and show your hands to demonstrate compliance.
- Avoid holding any objects in your hands to prevent confusion or misinterpretation.
- Listen carefully and comply with any commands from the police.



AFTER AN INCIDENT

THE FOLLOWING ACTIONS SHOULD BE CONSIDERED:

Handling of injured individuals: Provide immediate assistance and support to injured persons. Ensure that appropriate medical attention is provided promptly.

Crisis support: Facilitate opportunities for staff members to share their experiences and emotions following the incident. Identify individuals who may require professional help or counseling and provide the necessary support.

Resuming business operations: Determine the appropriate time to reopen the store after assessing the safety and security of the premises. Consider any specific circumstances, such as injured or traumatized tenants who may need additional support or accommodations. Plan for the resumption of regular operations, including addressing any logistical challenges.

Incident follow-up: Document the details of the incident, including what transpired and any identified areas for improvement. Conduct a comprehensive review of the incident and implement measures to address identified flaws or areas that require improvement. This documentation and review process will contribute to enhancing future response protocols.

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REMEMBER!



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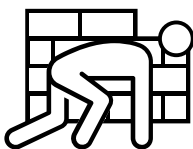
HOW TO ACT IN CASE OF AN INCIDENT WITH AN ACTIVE ASSAILANT

1

**RUN****RUN**

- Escape if you can.
- Consider the safest options.
- Is there a safe route? RUN, if not HIDE.
- Can you get there without exposing yourself to greater danger?
- Insist others leave with you, but don't let their indecision slow you down.
- Leave belongings behind.
- Do not attempt to film the incident. RUN!

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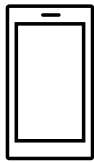
**HIDE****HIDE**

If you cannot RUN, HIDE:

- Find cover from the assailant or gunfire.
- If you can see the attacker, they may be able to see you. Cover from view does not mean you are safe. Bullets can go through glass, brick, wood and metal. You must still HIDE, even if you are behind a locked door.
- Find cover from gunfire behind substantial brickwork or heavy reinforced walls.
- Be aware of exits.
- Try not to get trapped.
- Be quiet, silence your phone and turn off vibrate.
- Lock and barricade.
- Move away from the door.

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3



TELL

TELL

- Inform the Police. When it is safe to do so, TELL by calling 112; remember you may be unable to get through due to overloading of the mobile system or your own safety.
- Center management communicates to all tenants and visitors immediately.
- What do the police need to know? If you cannot speak or make a noise, listen to the instructions given to you by the call taker:
 - Nature of the incident – what is happening?
 - Location – where is the incident taking place? Give an address or general location.
 - Suspects – where are the suspects?
 - Direction – where did you last see the suspects?
 - Descriptions – describe the attacker, numbers, features, clothing, weapons etc.
 - Further information – casualties, type of injury, building information, entrances, exits, hostages etc.
 - Stop other people entering the building if it is safe to do so.

4



ACT

ACT

- Reassess your own security situation and actions.
- Prepare mentally to act against an assailant, be decisive, and act distinctively, with speed, aggression, and surprise.
- If possible, as a group, use all means necessary to protect yourself; anything goes for your safety.

PREVENTION CHECKLIST: CENTER MANAGEMENT

DOCUMENT

- ☐ Is there a security policy?
- ☐ Are there documented roles and responsibilities? Establish a plan for an active assailant.
- ☐ Develop guidelines for center management, security company and tenants.
- ☐ Have tenants been informed of routines on how to act in the event of an active assailant?

TECHNICAL SYSTEMS

- ☐ Have you checked and adapted your technical systems? E.g. PA systems, music systems, elevators, escalators etc.
- ☐ Do you have a plan on what to do if the fire alarm goes off in connection with an incident?
- ☐ Do you have automatic messages sent out and/or pre-written messages? E.g. "A serious incident has occurred, evacuate or seek cover" (the message must be clear).

TRAINING

- ☐ Have you planned training/exercises with security companies, tenants and the police?
- ☐ Have you planned smaller exercises with security companies and tenants on how to act and what to prepare?
- ☐ Have you prepared an after action report and evaluation for the exercise?

COMMUNICATION

- ☐ Have you ensured communication tools (radios, SMS push notifications, PA systems) to effectively communicate during an incident in the shopping center?
- ☐ Do you have set messages for an active assailant incident? "The trigger", "during" and when the police is on site and "all is clear".
- ☐ Have you ensured proper communication tools for the crisis group that can be used both on site and remotely?
- ☐ Do you have a routine for how center management and security companies should communicate during an incident?
- ☐ Is there a plan for how tenant and media communication will be handled?
- ☐ Have you ensured good preparation and collaboration with tenants, security companies and the police?
- ☐ Signage for garage and outside areas: Don't enter the site due to a serious incident.

OTHER

- ☐ Do you know the response time for the police and emergency services to arrive on site?
- ☐ Are there nearby businesses? How do you alert and coordinate with each other before, during and after?
- ☐ Have you done inventory for your equipment to be prepared for an active assailant incident? E.g. radio, messages, first aid, defibrillators etc?

PREVENTION CHECKLIST: TENANTS



Identify and assess suitable places within your store to lock yourselves in or hide.



Remember that your own safety always comes first! Make easy and fast decisions for your store - it can be crucial!



Print and use your store plan to mark out your active assailant plans and actions.

PREPARE AND CHECK	IN-STORE ACTION
<i>In this column, describe your preparations and controls to ensure that everything is in place and that staff know what to do and where things are.</i> See examples below	<i>In this column you describe your actions on site step-by-step and what you should do in your store during an event of ongoing deadly violence.</i> See examples below
Where is the key? Where do I turn off the lights? Is there a remote control or crank? How do I close the doors to the store?	Step 1: Run out through the emergency exits or windows if possible.
What emergency exits should they use? (Mark on map)	Step 2: Hide in the back office, lock and barricade the door.
Where in the store should you hide or in which room? (Mark on map)	Step 3: Alert the police (if possible).