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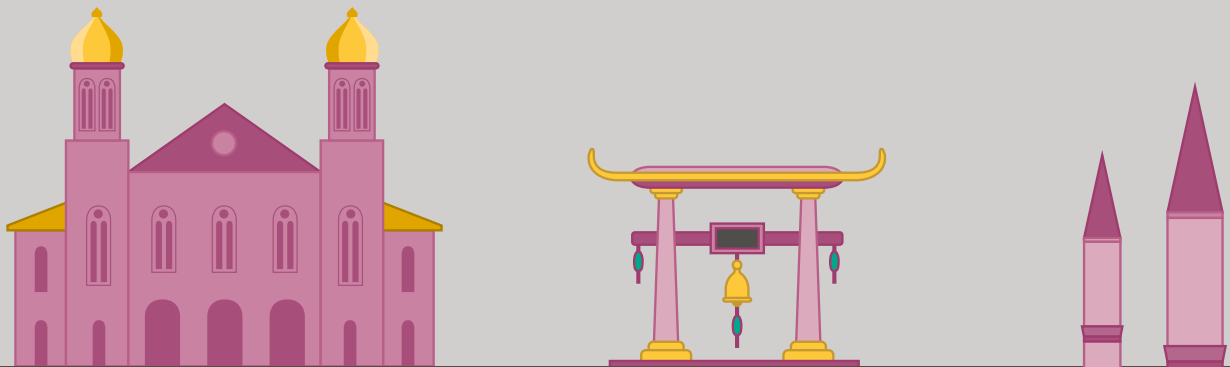
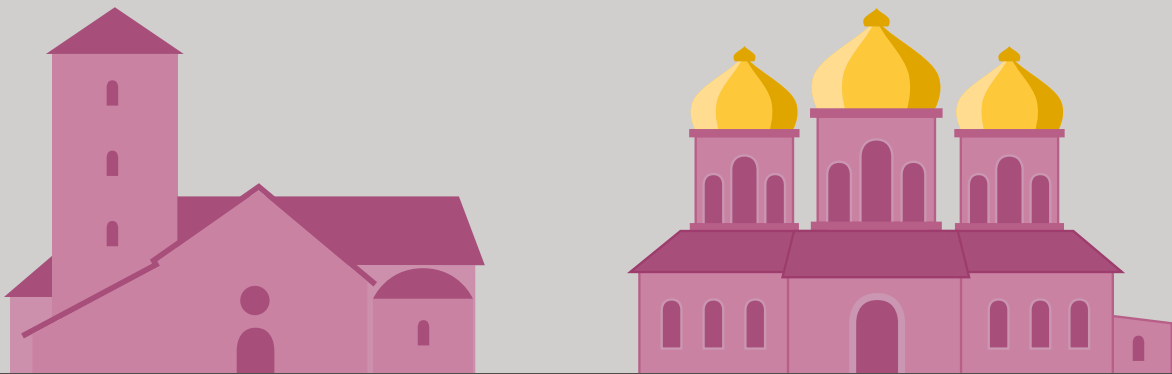


Swedish Agency for
Support to Faith Communities

GUIDANCE

Safety and security work

Guidance for places of worship



Safety and security work: Guidance for places of worship

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Cover: Enheten för säkerhet i offentlig miljö och enskildas beredskap

Cover photo: Martin Ek

Production: Advant

Publication number: MSB2190 – Maj 2023

Revised: December 2021

ISBN: 978-91-7927-388-0

Innehåll

Introduction	4
Plan your organization	6
Clarify responsibility	6
Plan, evaluate and practice regularly	7
Make contact with others	7
Communicate effectively	8
Assess and manage risks	9
Conduct a risk and vulnerability analysis	10
Assess the risk of accidents	11
Assess the risk of antagonistic threats	13
Fire	16
Appoint a fire safety officer	16
Work systematically with fire protection	17
Suspicious behaviour and vehicles	19
Be alert for suspicious behaviour	19
Be alert for suspicious vehicles	20
How to respond to suspicious behaviour	21
Armed attack	22
Improve advance detection	22
Creating opportunities to react and sound the alarm	23
Inventory appropriate physical security measures	23
Act quickly	24
Vehicle attack	26
Discuss the most appropriate measures and potential barriers	26
Quickly assess the situation	27
Explosive attack	28
Keep the property tidy inside and out	28
Search the building regularly	29
Have procedures for security checks	29
Be aware of suspicious objects	30
Confirm, evacuate, secure and report	31
Threat	32
Assess the credibility of the threat	32
Managing the threat	33
Suspicious postal items	34
Improve protection against suspicious postal items	34
First aid	36
How to perform cardiopulmonary resuscitation (CPR)	37
How to stop heavy bleeding	39
Emergency checklist	40

Introduction

Faith communities and their activities are a fine expression of religious freedom in Sweden, and the premises of faith communities are places where people feel secure and experience community and meaning. This is important, but it requires faith communities to work on security. When threats and hostility are directed at faith communities, they harm not only people and organisations. They harm society as a whole, as well as its fundamental values.

This guidance provides tips and advice regarding how your faith community can work to make people safer. It includes concrete suggestions regarding what to do in the event of different occurrences that can frighten people or, in the worst case, cause injury or death. It also includes suggestions regarding methods and tools to improve security.

The guidance has been produced by the Swedish Civil Contingencies Agency (MSB), whose responsibilities include public security work. The guidance has been produced in cooperation with the Swedish Police Authority and the Agency for Support for Faith Communities (SST). Representatives from different faith communities have provided valuable input and comments and contributed to the development of the guidance.

The guidance is based on the four protection principles of *detering*, *detecting*, *mitigate* and *respond to* threats and attacks. The objective is to

- *deter* an offender from carrying out an attack
- quickly *detect* an imminent attack in order to alert and warn others
- *impede* an attack through a series of countermeasures such as locking windows or doors or fleeing
- create space for police and authorities to *respond to* the situation and disrupt an attack.

With careful and methodical security work, you can help to protect people and the activities you operate and, by extension, help protect the democratic values of society.

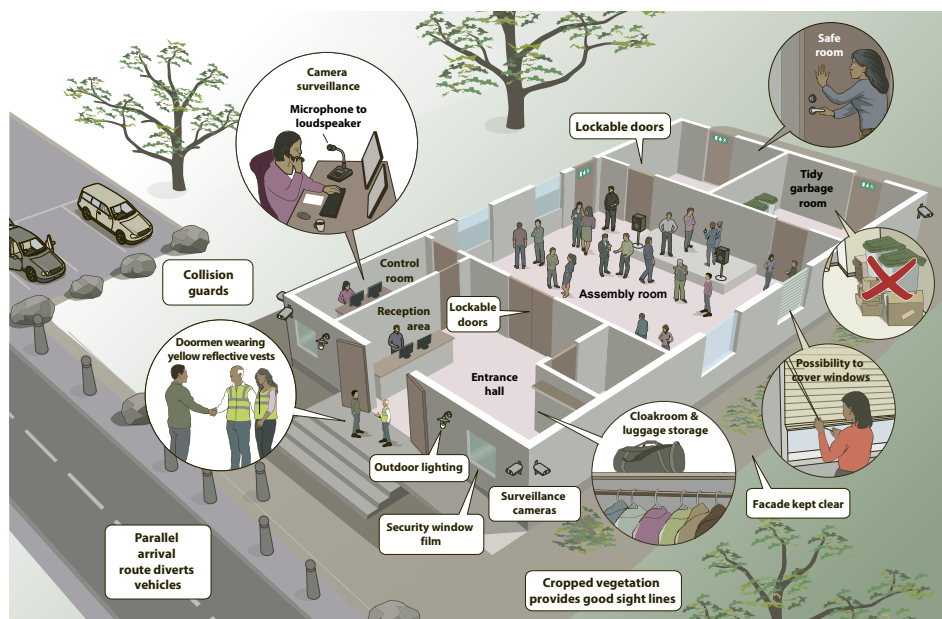


Figure 1. Image of a secure faith community.

Example of a secure faith community:

- The property is kept tidy, in and around the premises, to detect early on anything unusual, which creates an opportunity for the faith community to be able to respond to a threat.
- Doormen welcome visitors while keeping a close eye on the arrival route and the car park. A receptionist oversees the entrance, cloakroom and toilets. There is also a manned control room with camera surveillance and the possibility to broadcast messages on the premises. Everyone is prepared to react if something is wrong.
- The room has a security perimeter consisting of solid doors that can be closed and locked. The windows can be covered in order to prevent transparency. They also have a glass film that makes it more difficult for a perpetrator to easily break the window while reducing the amount of shrapnel in an explosive attack.
- The premises themselves can be sectioned off, and all doors are solid and lockable with a twist lock from within.
- At the far end of the room, a safe room has its own emergency exit which is locked from the outside.

Plan your organization

Clarify responsibility

Develop a clear division of responsibilities, showing who is responsible for what. Remember that management always has the ultimate responsibility for the activities, so the community's security must be both known and embedded in the management.

- Make sure that the board clarifies who is responsible for what part of the security, both within the community as well as in relation to the municipality and other actors.



Figure 2. Develop a clear division of responsibilities, showing who is responsible for what.

Plan, evaluate and practice regularly

Management must ensure that the community works regularly and systematically on safety and security issues.

- Make a regular inventory of the risks and vulnerabilities in your community.
- Practice for different situations that may occur.
- Regularly evaluate what is working well and what can be improved.



Figure 3. Management must ensure that the community works regularly and systematically on safety and security issues.

Make contact with others

It's good to know whom you must work with to improve security.

- Consider whom you might benefit from working with, such as the municipality, the police or other communities or associations.
- Contact them, discuss how you can help each other in different situations and who has what role if something happens.
- Request each other's contact details in the form of telephone lists, e-mail addresses and the like.

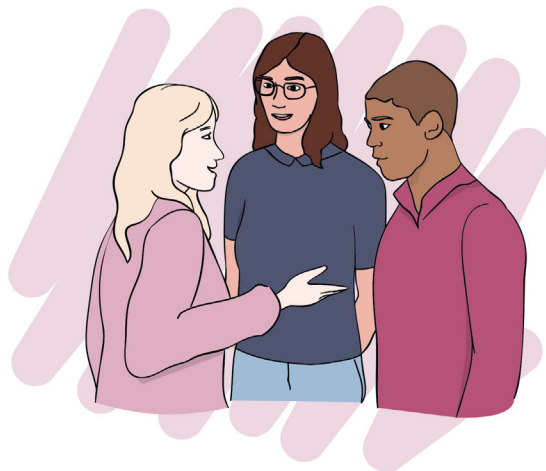


Figure 4. It's good to know whom you must work with to improve security.

Communicate effectively

Management should establish procedures to enable it to communicate quickly with its members.

- Feel free to use different chat features to quickly send information to members.
- Ensure that members know where to turn in the event of a crisis.
- Develop procedures for communicating with the media during more serious events.



Figure 5. Management should establish procedures to enable it to communicate quickly with its members.

Assess and manage risks

This guide aims to increase your ability and possibility to assess risks and detect an imminent attack. It is important to assess the risks that exist in your activities, but the purpose of a risk assessment is not to identify *all* risks. That is not possible. The key is to identify the risks that need to be managed or removed.

There are several ways to do a risk assessment, and it is often done in four steps:

- *Identify* the risk – this risk exists.
- *Analyse* the risk – this is the consequence the risk may have.
- *Evaluate* the risk – this is the probability of the risk occurring.
- *Manage* the risk – here's how to remove or minimise the risk.

It may be wise to distinguish between assessing the risk of *inadvertent* events, such as accidents, and the risk of *deliberate* events, where a perpetrator deliberately sets out to cause harm. The risk of deliberate events is much more difficult to assess.

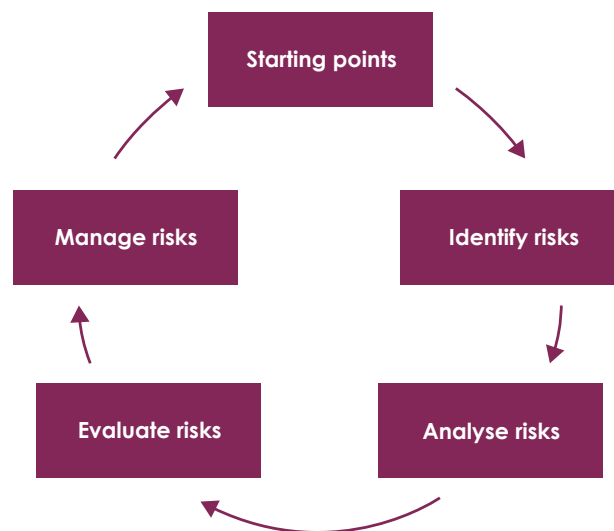


Figure 6. The risk management cycle.

Conduct a risk and vulnerability analysis

In everyday life, we analyse various risks all of the time, consciously or unconsciously, for example when crossing a busy street. The same is true in an organisation, but there the risks must be analysed on the basis of a conscious assessment. This requires assessing what undesirable risks might occur, such as accidents or fires.

It is important to try to analyse and detect in advance any risks or vulnerabilities, i.e., how much harm a given event is likely to cause to people and activities. This is usually referred to as conducting a risk and vulnerability analysis (RVA). A risk and vulnerability analysis improves your opportunities for preventing undesirable events and their consequences.

In the risk and vulnerability analysis, you list the risks and events that could affect the safety and security of your community. All the risks associated with your organisation, your activities and your buildings should be included.

The purpose of a risk and vulnerability analysis is to identify risks of undesirable events. Undesirable events can be either inadvertent (e.g., accidents) or deliberate (e.g., terrorism and other antagonistic threats):

- *Accidents:* These events are inadvertent. They are often part of everyday life and can be caused by, e.g., poor maintenance or ill-conceived technologies. Accident prevention means identifying existing risks. Examples include the risk of slipping, someone forgetting a lit candle or an electrical failure.
- *Antagonistic threats:* These risks are deliberate: an actor, acting with intent, is behind the risk. These include, for example, vandalism, hate crimes and terrorism.

The analysis methodology for accidents and antagonistic events differs:

- For accidents, you focus more on the *likelihood* of the risk.
- For antagonistic threats, you focus more on the *consequences* of the incident.

For example, the probability of an armed attack is both very low and relatively difficult to assess, but the consequences are high. Therefore, when assessing the risk of antagonistic threats, you should focus on the vulnerabilities and consequences of an attack and what measures you can implement to mitigate them.

Assess the risk of accidents

1. Identify the risks

- Gather a group for free-form discussion, i.e., *brainstorming*. Keep in mind that there may be several possible outcomes that can lead to different impacts.
- Write down the risks without evaluating them.

2. Analyse the risks

Try to answer the following questions:

- What can cause the event?
- Where can the event occur?
- When can the event occur?
- What are the possible consequences of the event?
- How likely is the event to occur?

Use the following scales to assess impact and likelihood.

Impact

1. **Minor hazard:** transient mild discomfort.
2. **Limited hazard:** sporadic injury, lasting discomfort.
3. **Dangerous:** sporadic serious injury or death.
4. **Critical:** many dead and injured.

Likelihood

1. **Highly unlikely:** has never occurred but could occur.
2. **Unlikely:** not probable but has occurred.
3. **Likely:** can happen, has happened.
4. **Very likely:** occurs periodically, occasionally.

3. Evaluate the risks

Table 1. Description of impact.

Impact	
1. Minor hazard	Transient mild discomfort.
2. Limited hazard	Sporadic injury, lasting discomfort.
3. Danger	Sporadic serious injury or death.
4. Critical	Many dead and injured.

Table 2. Description of likelihood.

Impact	
1. Highly unlikely	Has never occurred but could occur.
2. Unlikely	Not probable but has occurred.
3. Likely	Can happen, has happened.
4. Very likely	Occurs periodically, occasionally.

Table 3. Evaluate the risks using a risk matrix. Below is an example of such a matrix:

	Minor hazard	Limited hazard	Danger	Critical
Very likely	Manage	Eliminate	Eliminate	Eliminate
Likely	Manage	Manage	Manage	Eliminate
Unlikely	Monitor	Manage	Manage	Manage
Highly unlikely	Monitor	Monitor	Monitor	Manage

- **Eliminate:** Remove or prevent the risk so effectively that it can be said to be removed.
- **Manage:** Reduce the likelihood or minimise the impact of the risk.
- **Monitor:** Do not take direct action to reduce the risk, but monitor it.

Don't forget that a risk matrix is a tool and a guide, so don't let the risk matrix lock up risk management.

4. Address the risks

Decide what measures you will take. These measures may include one or more of the following options:

- Avoid the risk, for example by calling off or changing the activity that causes the risk.
- Remove what is causing the risk.
- Change the likelihood of the risk occurring.
- Change the impacts if the risk occurs.
- Share the risk with someone else by, for example, taking out insurance.
- Accept the risk, but accept no risk before you have considered its likelihood and consequences.

Also bear in mind that adequate management of some risks may require several different measures.

Assess the risk of antagonistic threats

1. Identify the risks

- Identify potential risks in a number of possible scenarios: what might happen?
- Identify places or phenomena where these risks could occur.

2. Assess the risks

- Assess vulnerability under each scenario.
- Assess the impact of each scenario.

3. Manage the risks

- Prioritise events based on vulnerability and impact.
- Focus first on events with significant impact. Then choose scenarios with fewer impacts but greater vulnerability.
- Choose a number of measures to reduce the impact of and vulnerability to an attack.

Table 4. Vulnerability scale description.

Impact	
1. Low vulnerability	Several layers of protective measures exist. Hard for anyone to succeed with an attack.
2. Medium vulnerability	Protective measures are in place but at least one weakness can be exploited for an attack.
3. High vulnerability	Some protective measures are in place but several weaknesses can be exploited for an attack.
4. Critical vulnerability	No protective measures.

Table 5. Impact scale description.

Impact
1. Very limited impact
2. Limited impact
3. Serious impact
4. Very serious impact

Table 6. Example vulnerability scale.

Scenario	Vulnerability	Impact	Measure
Armed attack on entrance	4. Critical No control over who enters the premises, no lockable doors.	4. Very serious impact An offender who enters has full access to the assembly room.	1. Use a doorman. 2. Install alarms. 3. Have lockable doors.
Vehicle attack on entrance	2. Medium Gradients and benches make the premises difficult to reach by car.	2. Limited impact Very rarely any large crowds directly adjacent to the entrance.	1. Deploy vehicles to protect against collisions.
Explosive device in place of worship	3. High No checks, but larger bags would probably attract attention.	4. Very serious impact A large explosive device in the vicinity of the assembly place would have catastrophic consequences.	1. Search the premises before assembly. 2. Prevent visitors from bringing in items larger than they can fit in a handbag.

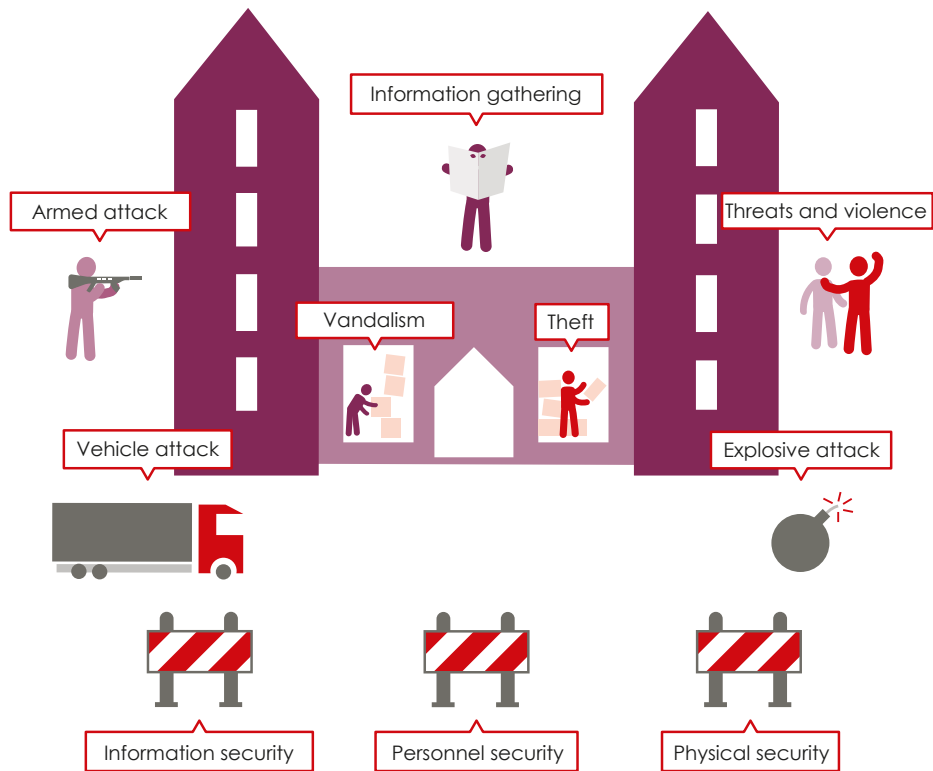


Figure 7. Examples of antagonistic threats: Information gathering, vandalism, theft, threats of violence, explosives, vehicle attacks and armed attacks.

Fire

A fire can be caused by accidents, technical faults, carelessness or someone deliberately starting a fire. Whatever its cause, a fire needs flammable material to keep burning. That's why tidy premises, both indoors and outdoors, are one of the most important things for you to consider.

Below are several fire-prevention suggestions to consider:

- Keep premises tidy, both indoors and outdoors.
- Do not store flammable materials, such as garbage bags or cardboard boxes, in places where someone from outside would be able to start a fire.
- Keep evacuation routes and emergency exits clear of obstructions.
- Ensure that emergency exits can be opened.
- Hold regular fire safety training and drills for staff and volunteers.
- Regularly verify that the fire alarm and other fire protection systems are in working order.
- Store fire-extinguishing equipment in designated and well marked locations.

It is important never to exceed the number of visitors that the premises are designed and approved for. The number of people permitted on the premises depends, among other things, on the type of activity and the number and width of evacuation routes.

Appoint a fire safety officer

Fire safety is everyone's responsibility, but it is a good idea to appoint one person to be specifically responsible for regularly checking fire safety. The following is an example of a checklist that can be used by the fire safety officer:

To be checked daily:

- All escape routes are properly marked.
- No obstacles or objects block the evacuation routes.
- No obstacles or objects block the emergency exits.
- The emergency exits can be opened.
- Fire-extinguishing equipment is in working order.
- No flammable objects are located in or near the premises.

To be checked monthly:

- The fire alarm is in working order.
- Fire extinguishers and other fire-extinguishing equipment is in working order.

Regulating responsibility in a contract

Anyone owning or entitled to use a building or other facility is responsible for fire protection, according to the Civil Protection Act (LSO). However, the law does not specify how responsibility is to be distributed between the owner and the user of the premises.

In most cases, the owner of the building is responsible for ensuring the fire protection of the building, while the user of the premises is responsible for ensuring that activities are carried out in a safe manner. However, it is good to regulate who is responsible in a contract.

Work systematically with fire protection

Good fire protection is systematic, which means working systematically and ensuring that equipment is in place to extinguish fires. You must also take the necessary steps to prevent fires and to prevent or limit the damage caused by a fire. It may therefore be useful to have a fire safety policy assigning responsibility in the community.

Systematic fire protection can involve doing the following:

- Developing a fire policy for your community.
- Clarifying who is responsible for which aspect of fire protection. Making a list assigning responsibility, or draw up an agreement between the owner of the building and the tenant of the premises.
- Making a risk analysis: What are the risks? What will you do if there is a fire? What will you do if you need to evacuate the premises?
- Ensuring that you have the necessary equipment to detect and extinguish a fire, such as smoke alarms and fire extinguishers.
- Checking the equipment regularly during so-called fire safety rounds.
- Ensuring that the fire safety officer(s) receive the necessary training for the assignment.
- Ensuring that community members are aware of fire and evacuation procedures.
- Practising fire safety and evacuation regularly.
- Documenting the systematic fire protection.
- Following up the entire systematic fire protection regularly.

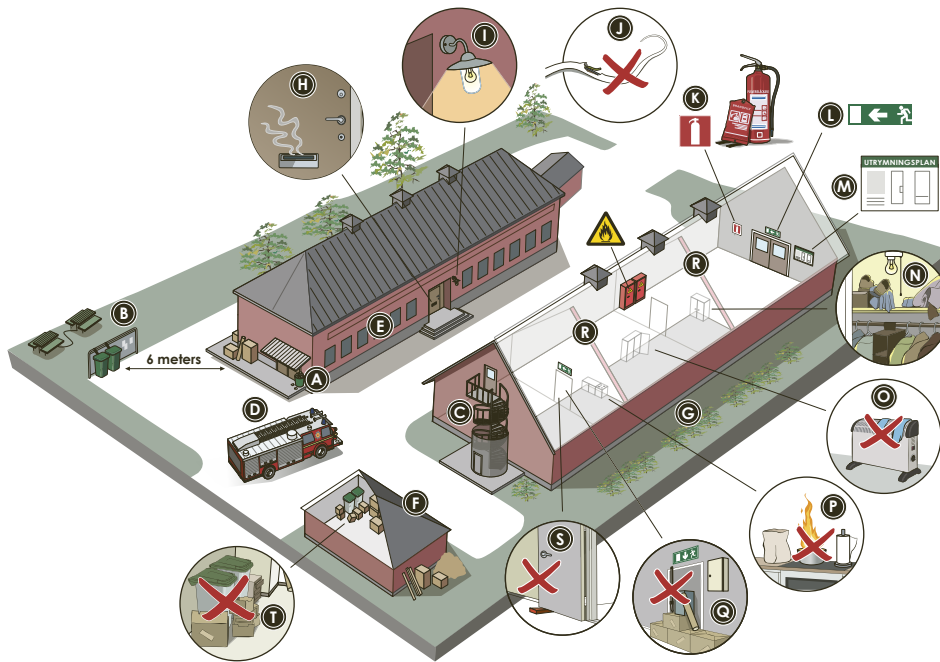


Figure 8. Examples of measures against arson.

Reducing the risk of arson

Outdoors

- C. Waste bins can pose a fire hazard when left full or placed under a canopy/ mounted on a wall. Choose a non-combustible material.
- D. Avoid having loose combustible materials in courtyards or corners that could feed a fire.
- E. Evacuation routes, such as emergency exits and outdoor stairs, must be kept free of obstacles and cleared of snow and ice. Doors must be easy to open from within.
- F. When positioning cars or containers and clearing snow, it is important to ensure that rescue vehicles can get as close as possible to the property during an emergency.
- G. Ground floor windows should have unbreakable glass and be closed to prevent objects being thrown through them.
- H. Storage rooms or temporary storage facilities must not be located too close to the main building.
- I. Shrubs and vegetation near the building should be trimmed to improve visibility, which can reduce the risk of arson.
- J. Mail slots can pose a risk of arson.
- K. Exterior lighting around the building is important for safety and visibility.

Indoors

- L. Broken plugs, pinched cords, extension cords or overloaded power strips can cause a fire.
- M. Fire-extinguishing equipment must be suitable for activities in the building and be visibly placed and marked.
- N. Evacuation signs must be visible and intact. Electric signs must be illuminated.
- O. Evacuation plans must be clearly placed at entrances.
- P. Flashing fluorescent tubes and unprotected light bulbs can pose a fire hazard.
- Q. Do not cover radiators or fan heaters and do not store anything on top of drying cabinets.
- R. Keep the area around the stove clean and free of combustible materials.
- S. Evacuation routes must be free of combustible material and must not be blocked.
- T. So-called fire cuts have fire-rated walls and doors, and their layout can be found in the building plans.
- U. Doors between fire cells must be closed or fitted with a magnetic fire-door retainer in the event of an automatic fire alarm, and must not be blocked or otherwise propped open.
- V. Too much packaging or rubbish in indoor storage and garbage rooms poses an unnecessary fire risk. Keep these areas as free as possible from unnecessary combustible materials.

Suspicious behaviour and vehicles

Attacks often happen quickly and violently. Moreover, they are often preceded by a long preparatory phase in which the perpetrator observes his intended target to learn about its security and discover vulnerabilities. However, an attack can also occur on the spur of the moment if a perpetrator judges the situation to be favourable and believes it can succeed.

Always be a bit extra observant if you observe someone acting suspiciously or perhaps matching descriptions from previous incidents. Also be aware of anything else that seems strange, e.g., regarding vehicles.

Be alert for suspicious behaviour

Suspicious behaviour might be when a person:

- photographs the surroundings and environment – perhaps selfies or pictures of objects
- appears in areas that are not open to the public or where access is restricted
- shows interest in entrances and exits, surveillance cameras, security devices or staff
- asks unusual or unexpected questions
- tries to contact/establish a relationship with the staff
- seeks to hide their face/change their appearance
- appears uncomfortable or nervous
- lacks a reason for being present
- lingers in the area
- avoids eye contact or flees when you try to make contact
- matches descriptions from previous incidents.

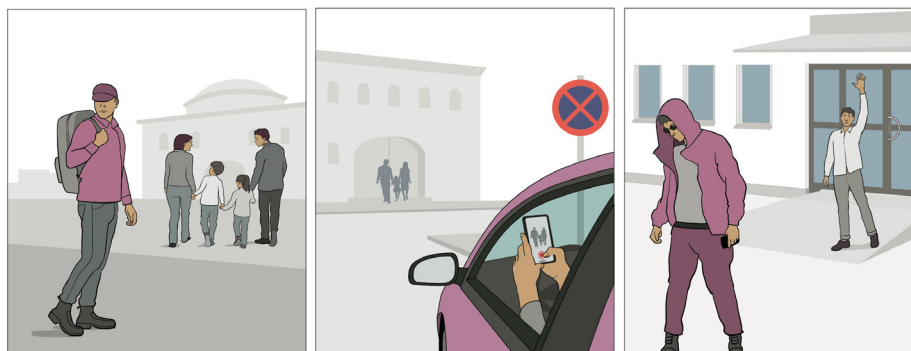


Figure 9. Examples of unusual behaviour: Bringing unusual luggage to a faith community, tracking of routines/members and avoiding contact.

Be alert for suspicious vehicles

Suspicious vehicles may be vehicles that:

- are positioned in the vicinity of a possible target
- seem strange because they are parked illegally, abandoned or have their hazard lights/headlamps on
- have an odd load, such as gas cylinders, cords or modified electrical appliances
- have different licence plates on the front and rear, or have a parking permit in the windscreen that does not correspond to the licence plate number
- have licence plates that are newly fitted, unclear or hidden
- have a modified appearance, for example uneven paintwork
- emit an odour which may indicate the presence of explosives
- are heavily loaded and protected from view
- have visible smoke inside the vehicle.

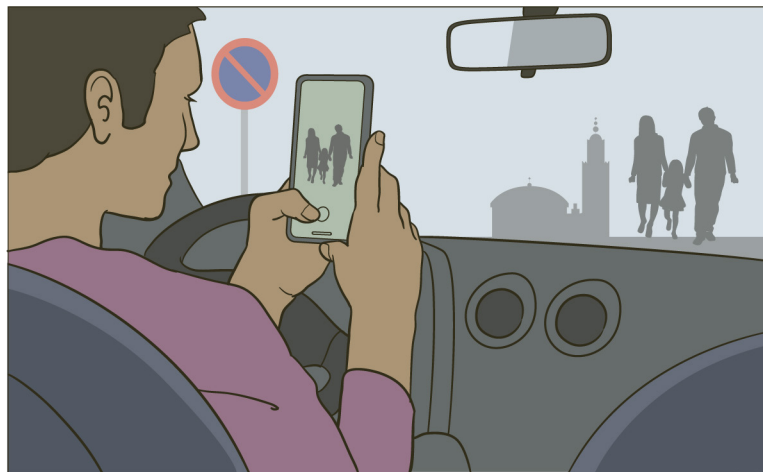


Figure 10. Examples of suspicious vehicles: vehicles parked in no-parking zones and photographing visitors.

How to respond to suspicious behaviour

First, verify that the situation is safe. If possible, greet the person, ask politely how you can help them, and get an idea of the person.

Gather as much information as you can:

- Photograph or record a description of the person: sex, height, age, build, clothing, symbols or other distinguishing features.
- Note when and where you saw the person.
- Describe any vehicle - licence number, make, model and colour.
- Contact the police (114 14 or, if the situation is urgent, 112) if you feel that the person is behaving suspiciously.



Figure 11. Examples of suspicious behaviour: person taking notes or photographs of the building and visitors.

Armed attack

An armed attack can be carried out in several ways, for example with bladed weapons or different types of firearms. Armed attacks are often characterised by a rapid sequence of events, making it difficult to respond.

Attacks may be the result of spur of the moment inspiration or may be preceded by months of planning. Thus, no one security measure will provide complete protection, but you can reduce the risk and mitigate any consequences through a series of interacting measures.

Improve advance detection

One of the biggest challenges during an armed attack is the rapid course of events and the opportunity to respond to a potential threat. For that reason, the ability to detect an imminent attack is one of the single most important security measures.

Here's how to improve your opportunities to detect an attack:

- Have a welcoming steward to welcome visitors and observe the entrance area.
- Ensure that staff and members are alert to any strange or suspicious behaviour.
- Have monitored camera surveillance.
- Install an alarm system.

Creating opportunities to react and sound the alarm

If a welcoming steward or someone else detects an imminent threat, they must be in a position to react to the threat, for example with various types of alarm systems. The organisation must also be prepared for what to do in the event of different types of alarms.

However, the signal from an alarm of the type used in the event of an armed attack must never be confused with a fire alarm, as this can have the opposite effect to what you seek to achieve, by causing people to escape in the direction of danger, or opening doors that were previously locked. It is therefore best not to use the fire alarm in the event of an armed attack without being aware of the consequences it may have on your premises.

Check if your community has the means and the possibility to:

- *warn* others in the event of an attack
- *shut out* the threat by being able to close and lock doors quickly
- *cover glass* partitions quickly to prevent transparency
- *seek shelter* in more secure rooms on the premises, large enough for all visitors.

Inventory appropriate physical security measures

All premises have unique conditions. Locking and barricading the door can sometimes be effective in preventing a perpetrator from entering the building. But the same measure may be completely ineffective if there are other ways into the building that are easier to force. That's why it's important to make an inventory of what's suitable for your premises.

Below are some examples of physical security measures to consider:

- security doors
- safety glass or plastic film that prevents glass from shattering
- the possibility to evacuate away from the threat
- safe rooms where visitors can seek shelter
- emergency exits and unattended entrances are kept locked from the outside.

A safe room can be an ordinary room with doors that can be locked manually, which cannot be seen into and which offers the possibility to escape in another direction.

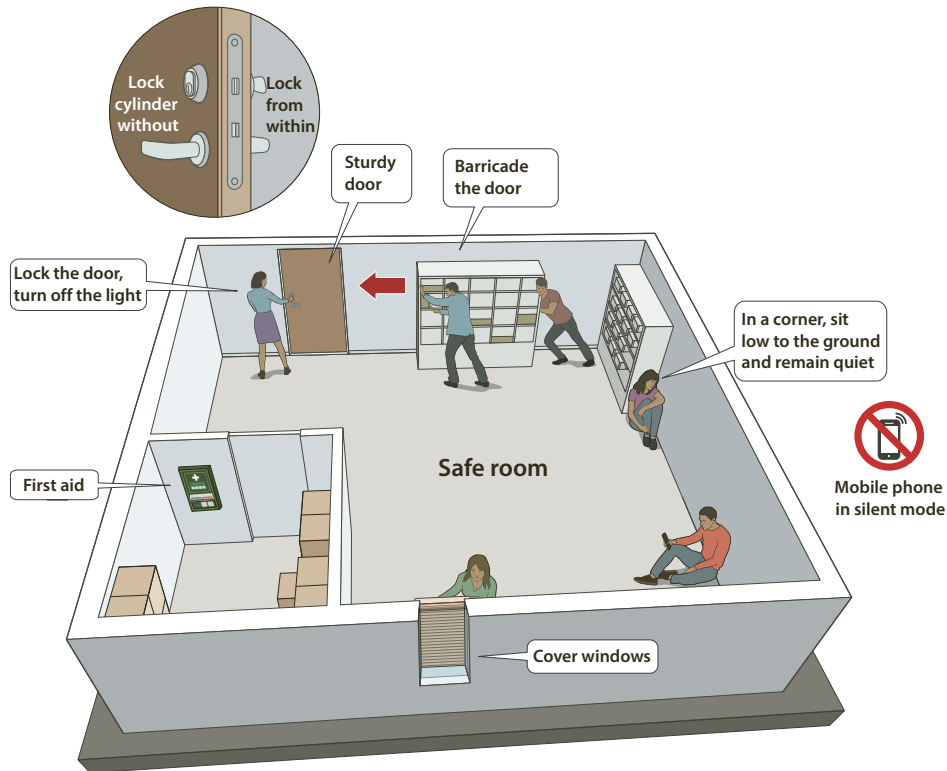


Figure 12. Example of a safe room. A safe room is a normal room with a solid door and a twist lock that can be locked from within. It should be possible to reinforce the door by barricading it with heavy objects.

Act quickly

In the event of an armed attack, you must act quickly to get people to safety. In simple terms, there are three options:

- *lockdown* – shut out the threat if possible
- *evacuation* – evacuate the premises quickly and in a safe direction
- *Invacuation* – seek shelter in a safer place or a safe room.

In an emergency, there is no time to consider whether a particular decision is right or wrong in a particular situation. The important thing is that you act quickly based on the information you have at the time.

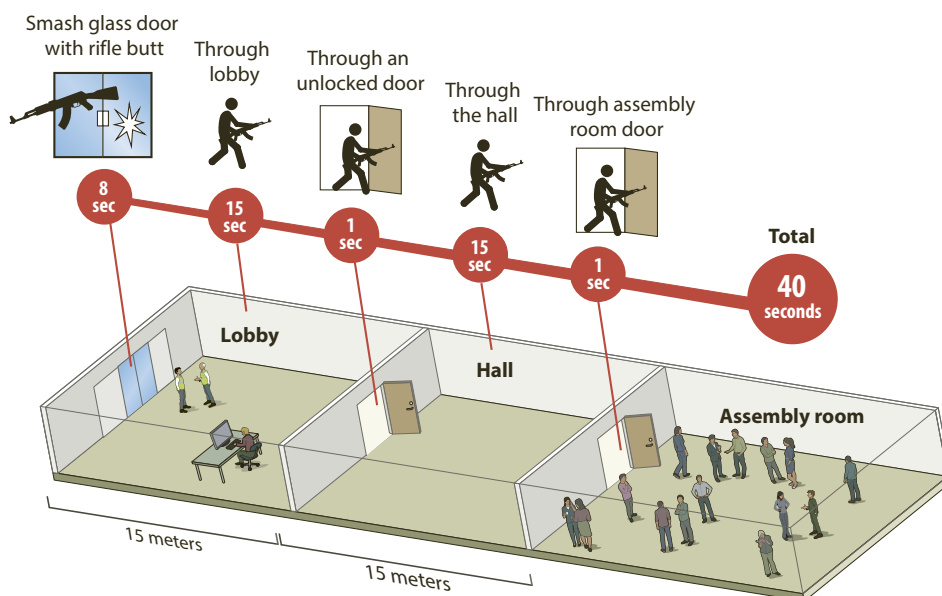


Figure 13. Example of sectioning without any measures taken. In the example, it would take an offender about 40 seconds to reach the assembly room where the crowd is.

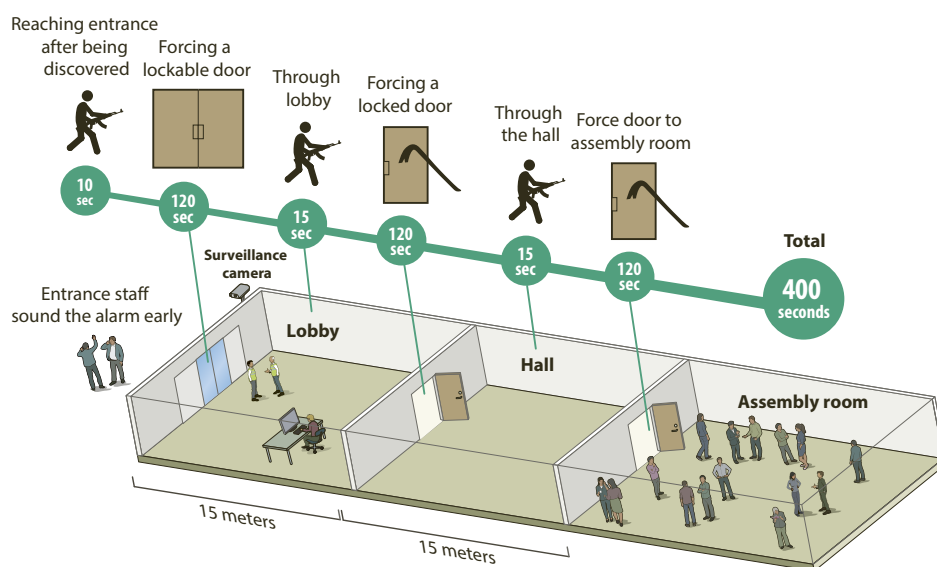


Figure 14. Example where numerous safeguards have been implemented. Entrance staff respond to a threat and have time to close and lock a number of doors leading to the assembly room. In this example, it takes 400 seconds instead of 40 for an offender to reach the crowd in the assembly room.

Vehicle attack

A vehicle can be used in several ways to carry out an attack. It can be used to hit people on their way to or from the premises, or to ram and damage a building and the people inside. A vehicle attack can also be used in combination with other attack methods, such as an armed attack, or to transport explosives closer to a protected object.

The best protection against a vehicle attack is to prevent the vehicle from reaching the intended target of the attack. At the same time, you can't block all the paths forward, because the premises must be accessible for people with disabilities. In addition, emergency services, ambulances and goods deliveries must be able to reach the building.

Discuss the most appropriate measures and potential barriers

It is often the municipality who is responsible for traffic and traffic measures. Therefore, it is important that you contact the municipality to discuss different measures that are appropriate for your premises in particular.

The following are examples of measures or permanent/temporary barriers:

- traffic-control measures that reduce speed
- permanent barriers, such as walls or park benches, that prevent vehicles from reaching the protected object
- temporary barriers, such as a deployed vehicle that impedes driving straight into the building.

Also check for:

- natural barriers, such as trees, gradients or watercourses, protecting vulnerable sites adjacent to the premises
- the possibility of setting up a temporary barrier, such as a vehicle that prevents unwanted traffic from reaching the premises.

Quickly assess the situation

In the event of a vehicle attack, you must quickly assess whether to evacuate and flee the scene or to move inside, lock all doors and seek cover.

Be aware that a vehicle attack may be combined with some additional method of attack, such as the vehicle containing dangerous or toxic substances, explosives or the perpetrator continuing his attack by using weapons to attack people in his vicinity.

Assess the conditions at the site in question:

- Is it possible to lock the premises in the dangerous direction, and escape in another direction?
- What capacity do the premises have to withstand an armed attack?
- Are there safety doors and safety glass?
- What protection does the building provide in the event of an explosion?
- How long will it take before a police operation can begin?

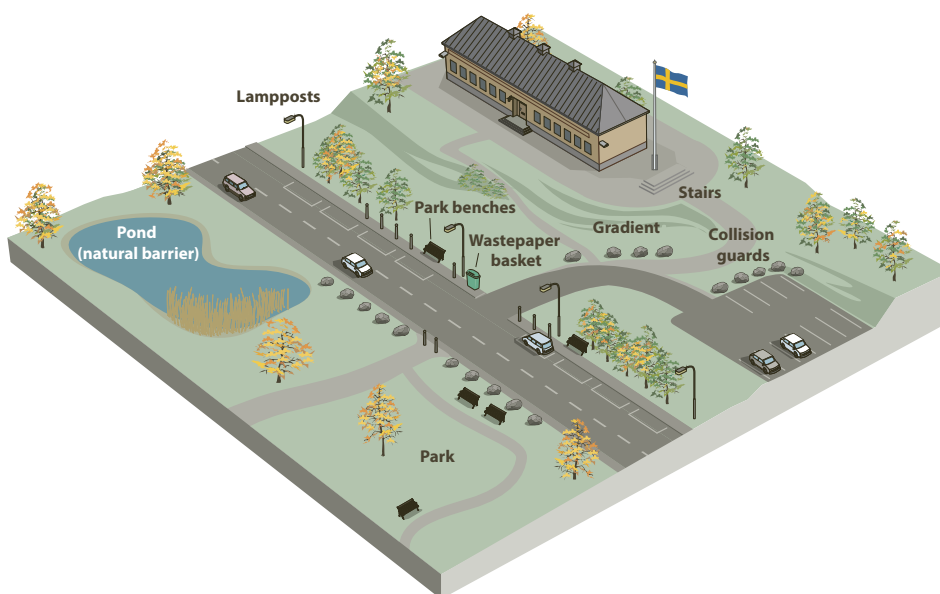


Figure 15. Examples of protection against vehicle attacks: natural barrier such as water-courses, gradients and trees that can effectively block a vehicle. Man-made barriers in the form of bollards, park benches and placed stones. Traffic-control measures such as no straight roads leading to the building.

Explosive attack

Explosive devices can be used in many ways in an attack. They can be placed nearby or in the protected object and triggered by a timer or remote control, sent by mail or carried by a suicide bomber. However, the methods of protection are the same, and the single most important method is to prevent the explosive device from getting near or into the building.

The weight, size and location of an explosive device determine how much damage it causes. An explosive device causes damage due to:

- the pressure wave generated by the explosion
- the shrapnel which may be either packed in the explosive device or formed from material adjacent to the explosion.

Remember that large glass partitions can quickly turn into thousands of deadly shards that form shrapnel. Wood and metal can also form shrapnel that is dispersed projectile-like in an explosion.

Keep the property tidy inside and out

It is important to keep the property tidy, inside and out, to more easily detect and address anything unusual. Do not store rubbish or other bulky items in the way of evacuation routes or in such a way that they block emergency exits.

Remember to:

- Avoid waste bins at or near sensitive locations, such as glass partitions or load-bearing structures.
- Use clear plastic bags in waste bins to see the contents more easily.
- Keep public, communal and external areas such as entrances, toilets, corridors and open spaces clean, orderly and well lit.
- Lock offices, rooms, spaces and storage lockers that are not in use.
- Ensure that equipment and materials are stored in the designated place and replaced after use.
- Prune trees and plants, especially at entrances, to make it easy to see the surroundings and to make it more difficult to place suspicious objects.
- Repair broken windows or equipment immediately.
- Keep the premises and their surroundings in good condition.

Search the building regularly

Searching buildings and surrounding areas is an important part of preventive security against accidents, crime and terrorism. The aim is to discover suspicious objects or other items that could pose a danger. A search may also reveal, e.g., broken security equipment, non-functioning fire alarms and the like.

Search the building thoroughly as part of a daily safety routine and more thoroughly if necessary. For a search to be effective, it must be structured. How often and how thoroughly you should search the building depends on your activities, and should be proportionate to the risks and threats involved.

Have procedures for security checks

A security check may consist of a steward welcoming visitors at the entrance. The welcoming steward may also be responsible for monitoring visitors' arrival route and reacting to any strange occurrences, such as a car parked outside the building in an odd way.

A good safety procedure might be to clearly signpost that bags larger than a certain size (for example, a handbag) are prohibited on the premises. The welcoming steward may ask to see the bag if a visitor has a larger bag, and if the visitor does not want to show the contents of his bag, he or she may be refused access to the premises. Obviously, this procedure must be adapted to the activities carried out on the premises.

The welcoming steward can also identify whether or not visitors are of the kind that usually visit the premises. The welcoming steward can then greet the person and ask if they need help with anything, thus starting a conversation in order to get an idea of the person.

Be aware of suspicious objects

A suspicious object is an object that deviates from the normal. To help you identify suspicious objects, you can start with the following questions:

- Is the object hidden, or has someone tried to hide the object? If the object has been left behind, it is less likely to be perceived as being hidden.
- Is there someone among those near the object willing to acknowledge it? Ask whether anyone knows anything about who might own the object.
- Is the object obviously suspicious? Does it have wires, circuit boards or batteries? Does it contain liquids or explosive-like substances? Does the object smell or give off smoke?
- Does the object belong to the circumstances? For example, a suitcase may be said to belong to the circumstances of a train station, but not those of an outdoor event.

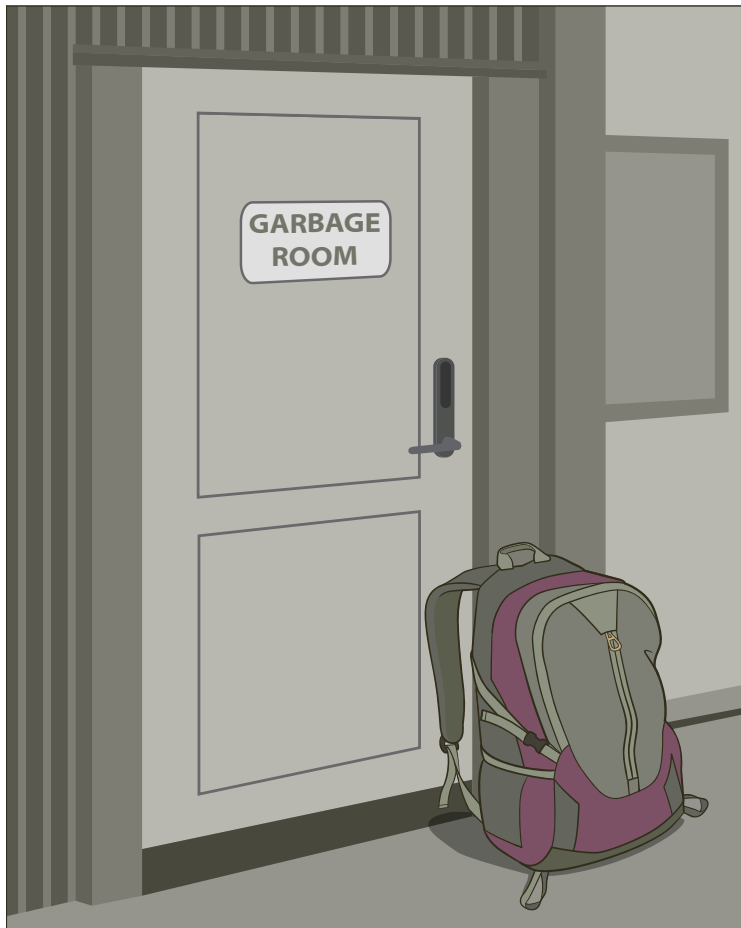


Figure 16. Example of suspicious object: backpack in a strange place.

Confirm, evacuate, secure and report

It is important to act quickly. If you consider an object to be suspicious, you can use the CESR mnemonic:

- *Confirm:* Identify and confirm that the object is suspicious. Do not touch the object and do not use a radio or mobile phone within 15 metres of the object.
- *Evacuate:* Clear a radius of at least 100 metres around a small object, such as a backpack. Encourage people to seek shelter behind something sturdy and to avoid places with surrounding windows, glass partitions and materials that can form shrapnel.
- *Secure the site:* Make sure that no additional people enter the risk area. Close off the site if possible.
- *Report and alert:* Report to the responsible persons and alert the police.

It is best if several employees can carry out the measures simultaneously.

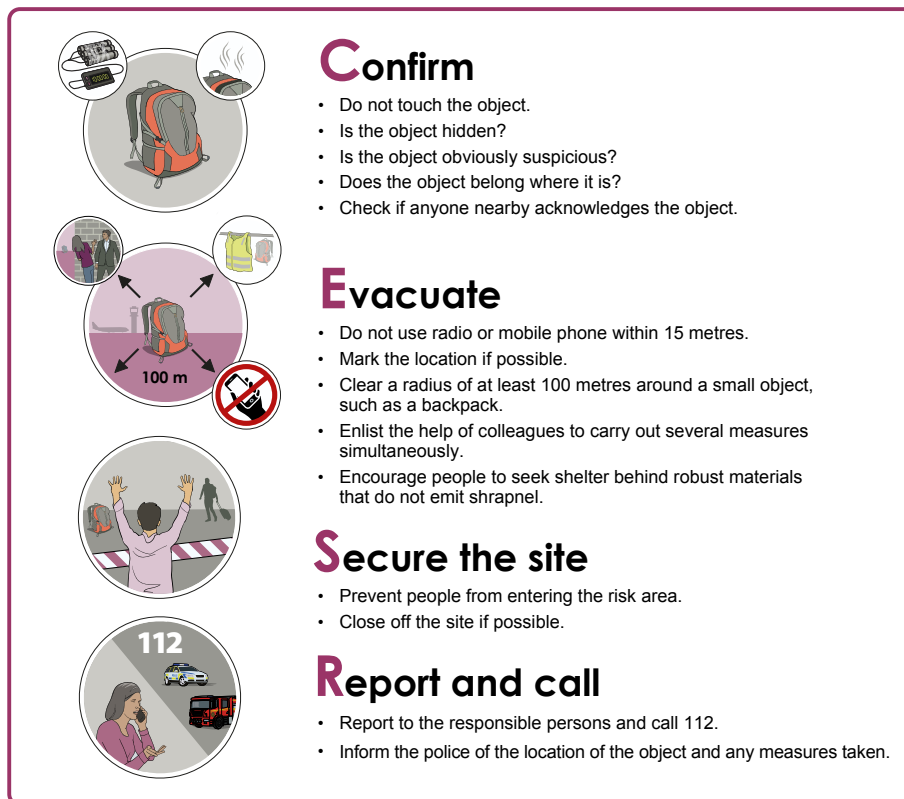
Possible characteristics of an improvised explosive device:

They may:

- Give off a pungent smell
- Smoulder
- Burn

May contain:

- Wires
- Foil
- Batteries
- Radio receivers
- Metal containers
- A timer
- Gas cylinders
- Tape
- Nails Screws



Confirm

- Do not touch the object.
- Is the object hidden?
- Is the object obviously suspicious?
- Does the object belong where it is?
- Check if anyone nearby acknowledges the object.

Evacuate

- Do not use radio or mobile phone within 15 metres.
- Mark the location if possible.
- Clear a radius of at least 100 metres around a small object, such as a backpack.
- Enlist the help of colleagues to carry out several measures simultaneously.
- Encourage people to seek shelter behind robust materials that do not emit shrapnel.

Secure the site

- Prevent people from entering the risk area.
- Close off the site if possible.

Report and call

- Report to the responsible persons and call 112.
- Inform the police of the location of the object and any measures taken.

Figure 17. The CESR mnemonic: confirm, evacuate, secure the site, report and alert.

Threat

A threat can be made in many different ways and through different communication channels. The vast majority of threats are intended to intimidate and cause discomfort, or to make the recipient refrain from/carry out certain actions.

But even if the vast majority of threats are fake, there is a chance that a given threat is real, and regardless of whether the threat is fake or real it is an indication that you should tighten security because someone is clearly holding a grudge against your activities.

Assess the credibility of the threat

The first thing to do is to assess whether the threat is credible or not. Consider whether it could be linked to events within your community or other events in the world that are related to your faith community. Identify any opponents that may exist in the local community.

Answer the following questions to assess the likelihood that a threat is real:

- Is the threat part of a series of previous threats? If so, what has happened following previous threats?
- Can the location of an alleged bomb be determined?
- Is there any suspicious object?
- Would a possible evacuation lead to people being unintentionally brought closer to the danger?

Managing the threat

Threats made by different means should be managed differently.



For threats made by letter:

- Leave the letter untouched.
- Assess the credibility of the threat.
- Contact the police and follow their instructions.
- If necessary, take immediate action.



For threats made by phone:

- Remain calm and listen carefully.
- If possible, record or take notes and document what is said or any other facts, such as the caller's voice, tone of voice, dialect or background noise.
- Assess the credibility of the threat.
- Contact the police and follow their instructions.
- If necessary, take immediate action.



For threats made via electronic media:

- Avoid replying to, forwarding or deleting the message.
- Assess the credibility of the threat.
- Contact the police and follow their instructions.
- If necessary, take immediate action.

Suspicious postal items

An attack can be carried out through letters or packages containing explosive devices or dangerous substances, such as chemicals or biological agents.

Of late, numerous so-called 'powder letters' have been sent in Sweden, mainly to various organisations or public authorities. The origin of the powder letters is the anthrax letters sent to various government agencies in the US after the 2001 terrorist attack. Anthrax is a highly contagious and deadly bacterium. The bacterium is found naturally, including in old animal graves, but it is difficult and very rare to obtain anthrax powder. Most powder letters that are sent are fake.

Improve protection against suspicious postal items

There are a number of steps you can take to improve protection against suspicious postal items:

- Handle all letters and postal items in one place, preferably in a room separate from regular activities.
- Check all letters and parcels before opening them.
- Check whether it is possible to turn off the ventilation to the mailroom to prevent any powder contents from spreading throughout the premises.



Figure 18. Signs of a suspicious postal item.

1

Securing postal items suspected to be dangerous

- Call 112
- Avoid touching the letter/package and leave it on a flat surface
- Close windows and doors, but do not lock the door (creates problems for police and emergency services)
- Evacuate the room and adjacent rooms
- Prevent others from entering
- If possible, turn off the ventilation
- Do not use a mobile phone near the letter if you suspect it contains an explosive device
- Follow instructions from the police and emergency services

Figure 19. Securing postal items suspected to be dangerous.

2

Immediate decontamination if you have been contaminated

- Remove any clothes that have come into contact with the powder/matter.
Note: do not draw clothes over your head
- Wash hands, arms and face with soap and water as soon as possible
- Keep a distance from others

Figure 20. Immediate decontamination if you have been contaminated.

First aid

There should be a basic knowledge of the most important life-saving measures in the community. This is obviously true for attacks of various kinds, but accidents and, in the worst case, cardiac arrest, can occur at any time.

- Invest in a defibrillator that is readily available, and ensure that staff are trained in its use.
- Ensure that a first-aid kit is available containing large compresses, scissors and even tourniquets that can be applied quickly to stop heavy bleeding.

How to perform cardiopulmonary resuscitation (CPR)

Unconscious?



Figure 21. Check if the person is conscious.

Breathing?



Figure 22. Check if the person is breathing. In case of no or abnormal breathing, call 112 and start CPR.

Normal breathing: Place the person in a stable lateral position

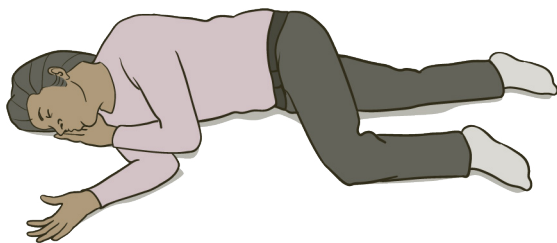


Figure 23. Normal breathing: Place the person in a stable lateral position and call 112.

No or abnormal breathing, start CPR

CPR without defibrillator

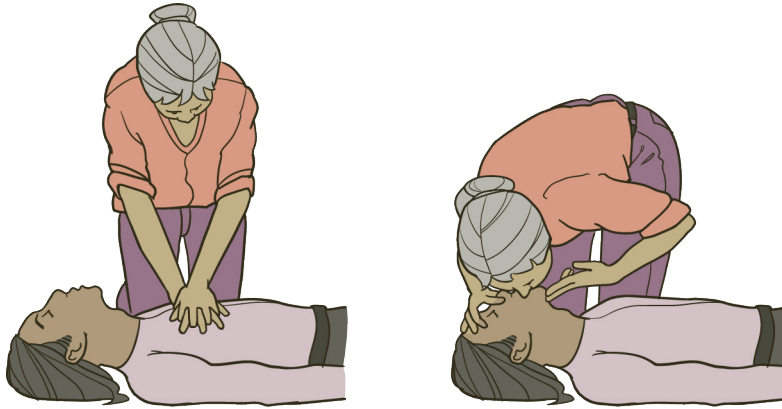


Figure 24. Without defibrillator: 30 chest compressions, two breaths.

CPR with defibrillator



Figure 25. With defibrillator: Start the defibrillator, follow instructions, continue CPR 30 chest compressions, 2 breaths.

How to stop heavy bleeding

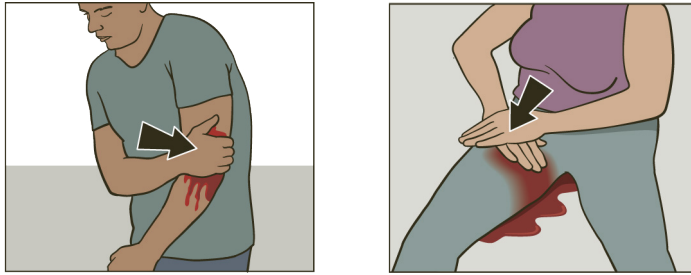


Figure 25. Step 1 – Apply pressure with hands.

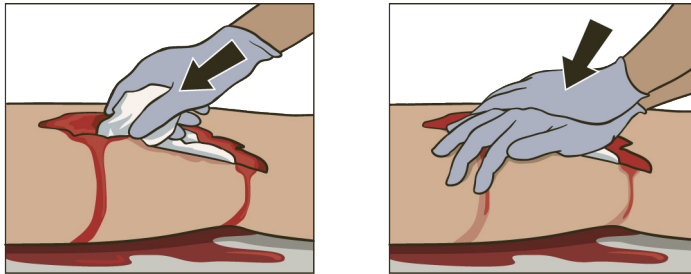
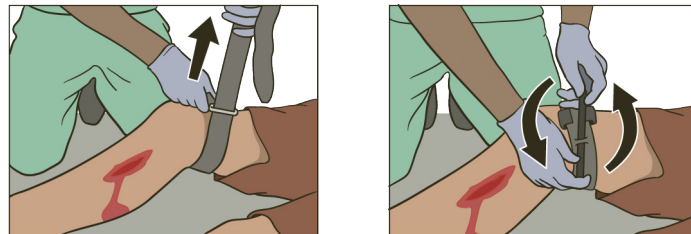
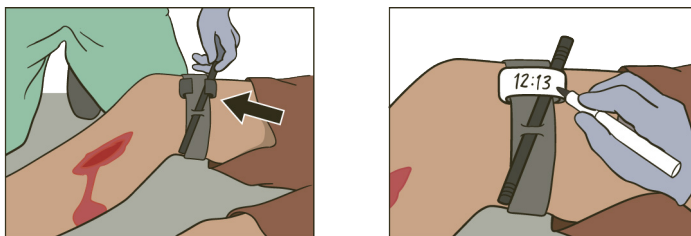


Figure 26. Step 2 – Apply dressing and press.



Wrap

Wind



Secure

Time

Figure 27. Step 3 – Apply tourniquet wrap wind secure.

Emergency checklist

Table 7. Emergency checklist of what to do in case of fire, armed attack, suspicious object and in case of illness or injury.

	Fire	Armed attack	Suspicious object	Injury or illness
What you do	Save those whose lives are in danger.	Shut out the threat, if possible. Otherwise: Flee the scene.	Confirm that the object is suspicious.	Provide first aid.
	Evacuate as soon as possible.	Warn others.	Clear the area within at least 100 metres of the suspicious object.	Call 112.
	Warn others to seek shelter.	Seek shelter if you cannot escape. Lock doors, barricade doors and windows. Turn your mobile phone to silent.	Secure the site and prevent others from entering the risk area.	Start CPR if breathing and pulse are missing.
	Call 112.	Call 112.	Report and call 112.	Keep pressure on injuries with heavy bleeding.
	Extinguish the fire if possible.	Await instructions from the police.	Do not use a telephone or radio within 15 metres of the suspicious object.	Clear the airway in the event of sudden loss of consciousness, breathing and pulse.

A collaboration between:



Swedish Civil
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