



Are You Crisis Ready?

Protecting People, Property and Reputation

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About Ark

Empowering you to confidently manage risk, safety, and compliance with a true partnership built on and innovation.

With over 30 years of industry leadership, Ark Workplace Risk serves as an extension of your team, delivering tailored solutions that protect your people, properties, and operations for complete peace of mind.

Our approach combines the industry's top consultants with our intuitive QUOODA® platform to simplify compliance management—saving you time to focus on other critical tasks. Beyond day-to-day support, we guide you through **complex, contentious and critical** situations with confidence, providing the tools and insights needed for you to make well-informed decisions in any scenario.

Count on us as your trusted risk, safety, and compliance partner, ensuring you meet today's standards while preparing for tomorrow's challenges in a constantly evolving legislative landscape.



Agenda

1. Introduction
2. Martyn's Law – What It Really Means For You
3. The New Landscape of Risk
4. Emergency Preparedness Testing
5. Emergency Preparedness Case Study
6. Competence and Coordination
7. Next Steps
8. Questions



David Hills FRICS, FIIRSM, MIFireE, RSP

Senior Director, Regulatory, Technical and Technology Solutions, Ark Workplace Risk Ltd.

David has been working at Ark for over 25 years, having previously worked in local authority building control looking after major construction sites and working with civil emergencies. David is well known and respected in the property industry and supports 1000's of clients with their risk management; demystifying legislation and empowering them to meet their regulatory obligations. David is a Chartered Surveyor, a Fire Engineer, Health and Safety Consultant and Access Consultant.

David has attended the Home Office UK Resilience Academy and has acted as both Gold and Silver Command in both real life and major UK resilience events. David holds the RICS "Public Safety Foundation Award" and the "Award in the Administration and Enforcement Of Public Safety Legislation." David also has vast experience of managing and moderating emergency preparedness exercises across a range of properties.



Background

When the unthinkable happens, your plan becomes your reputation

More frequent disruptions:

- Fires and Building Safety incidents
- Environmental incidents
 - Floods, storms, natural events
- Violent incidents
 - Protests, person-based incidents

New laws:

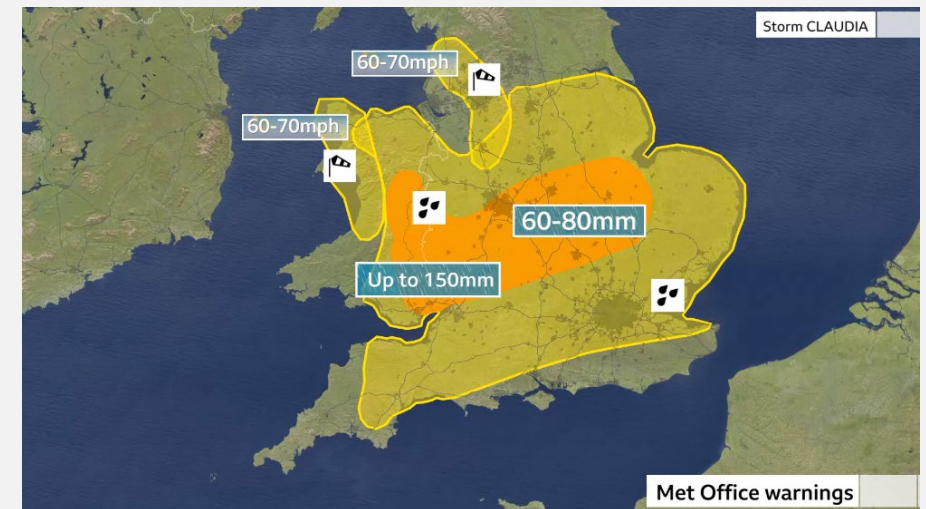
- Stakeholders are required to have in place proactive preparedness arrangements
- Expected to be able to respond effectively to events
- “Duty of care” is not an optional extra



Background

Currently:

- **Current UK Terrorism Threat Level** issued by UK Security Service (MI5) is –
 - **SUBSTANTIAL** – *meaning an attack is “likely” both from international and domestic terrorism*
- **Recent Storms** issued by Met Office
 - *Storm Claudia – 14th/15th November 2025*
- **Upcoming Protests**
 - Extinction Rebellion etc.



<https://weather.metoffice.gov.uk/warnings-and-advice>

Martyn's Law: Terrorism (Protection of Buildings) Act 2025 – What it Means for You

Responsibilities

- Making persons who are in control of premises, **responsible for public protection**

Premises and Events

- **Standard Premises**
- **Enhanced Premises**
- **Qualifying Events**

Duties

- **Assess / Evaluate**
- **Public Protection Procedures (standard and Enhanced)**
- **Notification**
- **Undertake Training / Regular Exercises**
- **Cooperation**
- **Nominations**

Offences, Enforcement and Penalties

- **Security Industry Authority to become Regulator**
- **Compliance Notices**
- **Restriction Notices**
- **Offences – including consent, connivance and neglect provisions**
- **Penalties & Fines**

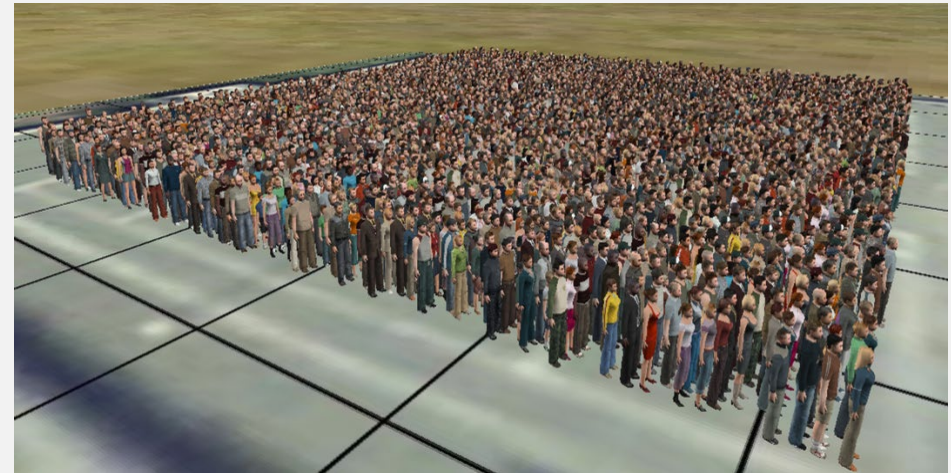
Martyn's Law – Qualifying Premises

Premises are “**qualifying premises**” if the premises consist of a building or a building and other land (and for these purposes “building” includes part of a building or a group of buildings), and the **premises (or part) are wholly or mainly used for one or more uses specified in Schedule 1 of the Act.**

...and as “**Standard Duty Premises**”
it is reasonable to expect that from time to time **200** or more individuals may be present on the premises at the same time (even occasionally).



...and as “**Enhanced Duty Premises**”
it is reasonable to expect that from time to time **800** or more individuals may be present on the premises at the same time (even occasionally).



Martyn's Law – Qualifying Premises Use

SHOPS and SHOPPING CENTRES

Use for the retail sale of goods, the display of goods for sale, or the provision of a service, where the sale, display or service is principally to visiting members of the public. (*Shop Units – Standard between 30–400m², Enhanced between 115–1,600m². Mall areas – Standard 140m², Enhanced 560m²)

FOOD & DRINK OUTLETS

Use for the sale of food or drink, where the food or drink is principally for consumption on the premises by visiting members of the public. (*Standard between 60–200m², enhanced between 240–400m²)

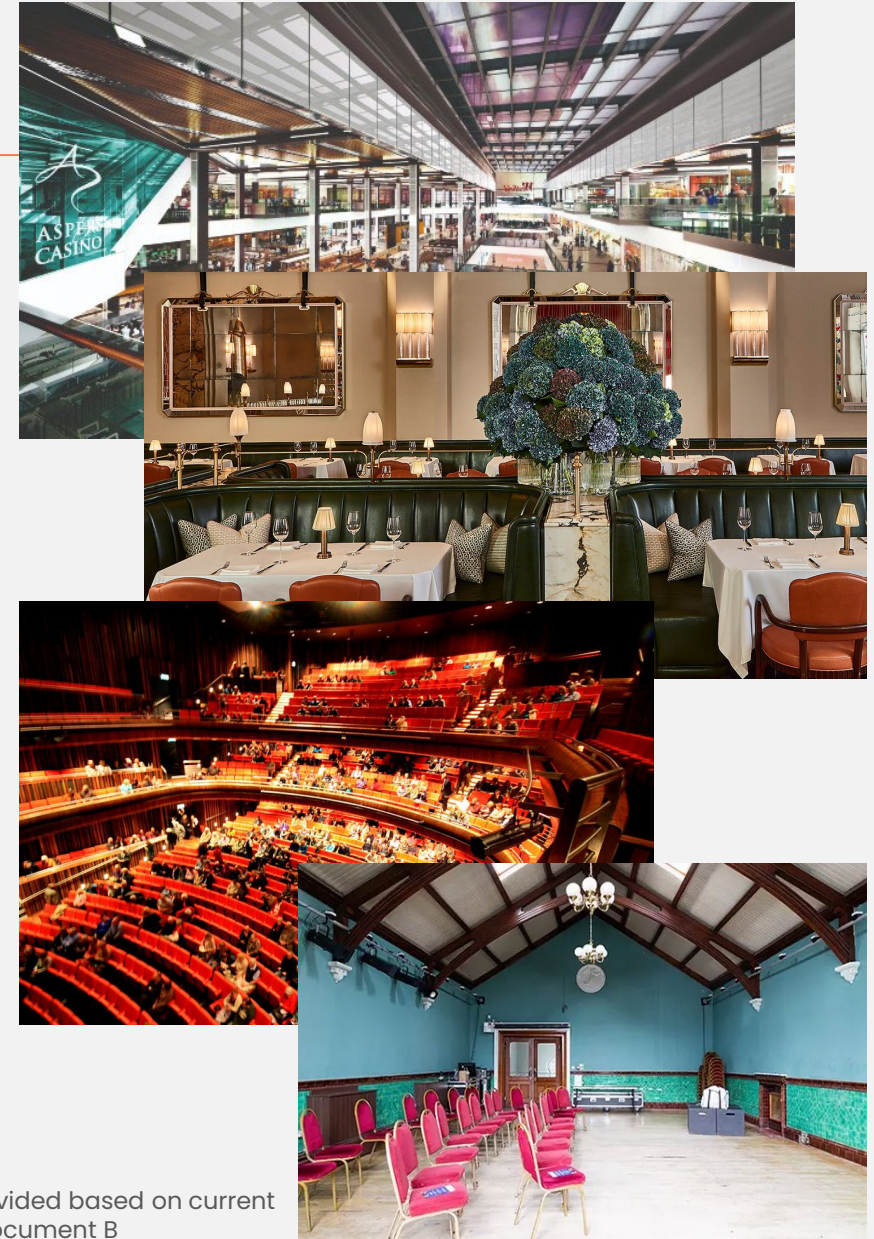
ENTERTAINMENT AND LEISURE VENUES

Use for the provision of entertainment, leisure or recreation activities of any description, where the activity is principally for the benefit of visiting members of the public. (*Standard between 60–100m², enhanced between 240–400m²)

HALLS

Use as a venue for hire for events or activities, including lounge, hall, exhibition hall, or a conference centre, where the events, activities, exhibits or conferences are held principally for the benefit of visiting members of the public incl. Lounges, and Multi-Use Games Areas. (*Standard between 100–200m², enhanced between 400–800m²)

*subject to secondary legislation – data provided based on current occupancy factors identified in Approved Document B



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SPORTS GROUNDS

Use as a sports ground (but see paragraph 3 of Schedule 2). "Sports ground" in relation to England and Wales and Scotland, has the meaning given by s17(1) of the Safety of Sports Grounds Act 1975; in Northern Ireland, has the meaning given by a2(2) of the Safety of Sports Grounds (Northern Ireland) Order 2006

LIBRARIES, MUSEUMS AND GALLARIES

Use as a library, museum or gallery where admittance is principally to visiting members of the public.

HALLS (incl. places of assembly)

Use as a venue for hire for events or activities, including lounge, hall, exhibition hall, or a conference centre, where the events, activities, exhibits or conferences are held principally for the benefit of visiting members of the public.

VISITOR ATTRACTIONS

Use as a visitor attraction of cultural, historic, touristic or educational value.

HOTELS

Use as a hotel, hostel or holiday park

PLACES OF WORSHIP

Use for communal worship, or other communal religious practice, in accordance with the tenets of a particular religion or religious denomination.

HEALTH CARE

Use as a hospital or for the provision of health care.

TRANSPORTATION HUBS

Use as a railway station, a bus or coach station, a tramway station, or any other station forming part of a transport system which uses a mode of guided transport and is not a trolley vehicle system OR Use for affording facilities for the landing and departure of aircraft (including those capable of descending or climbing vertically), other than use exclusively for military purposes

CHILDCARE PROVISIONS

Use for the provision of early years provisions and childcare / nursery schools – subject to specific requirements in England, Wales, Scotland and Northern Ireland

PRIMARY AND SECONDARY SCHOOLS

Use for the purposes of a primary or secondary education institution – subject to specific requirements in England, Wales, Scotland and Northern Ireland

FURTHER EDUCATION ESTABLISHMENTS

Use for the provision of further education – subject to specific requirements in England, Wales, Scotland and Northern Ireland

HIGHER EDUCATION ESTABLISHMENTS

Use for the purposes of a higher education institution – subject to specific requirements in England, Wales, Scotland and Northern Ireland



Martyn's Law – Who Hold Responsibility

A person is responsible for “**QUALIFYING PREMISES**” if the person has “**control of the premises**” in connection with their relevant use;

A person is responsible for “**QUALIFYING EVENT**” if the person will have “**control of the premises at which the event is to be held**” in connection with their use for the event;

Who are we talking about:

- **Owners / Operators** and their **Property Managers**
- **Tenants / Operators** – *for example – if a person/organisation leases a building or a part of a building – such as a large shop within a shopping centre and is in control of that part, they will be a responsible person.*

If more than one person is responsible for qualifying premises or a qualifying event:

- a) references within the act to the person responsible for the premises or event relate to **each such person**, and
- b) **all such persons must act jointly in complying** with a requirement imposed on them in relation to the premises or event.

Duties



Standard Duty Holder



Risk Evaluation

- Undertake a statutory risk assessment
- Guidance issued (in draft – by Home Office)*



Public Protection Procedures

- Procedures Covering
 - Evacuation
 - Invacuation
 - Lockdown
 - Communication



Training & Exercises

- **Preparedness training and exercises**



Notify

the Security Industry Authority (SIA) of their responsibility



Cooperate and Coordinate

Where there is more than one person in control of the whole premises



Enhanced Duty Holder
(premises or event)



Designated Senior Individual

where the RP is an organisation



Enhanced Public Protection Procedures

- Procedures as before PLUS Monitoring, Control of Persons Movements, Physical Safety and Security and Security of Information



Overview Statement

Martyn's Law – Training and Emergency Exercises

Enforcers will expect visible / demonstratable evidence of training and emergency testing.

Training and Exercises ensures that staff and security personnel **know how to respond** effectively during an event, thus reducing harm and saving lives.

It's important to **check / assess your arrangements on a regular basis** to make sure you have the right mitigation to reduce your vulnerability to terrorist acts and to mitigate risks.

Training exercises help staff **identify safe routes, lapses in security, understand how systems work** and gain confidence in the event of an attack.

Preparedness training ensures that staff and managers remain vigilant and ready to respond to unpredictable threats.



Martyn's Law – Training and Emergency Exercises

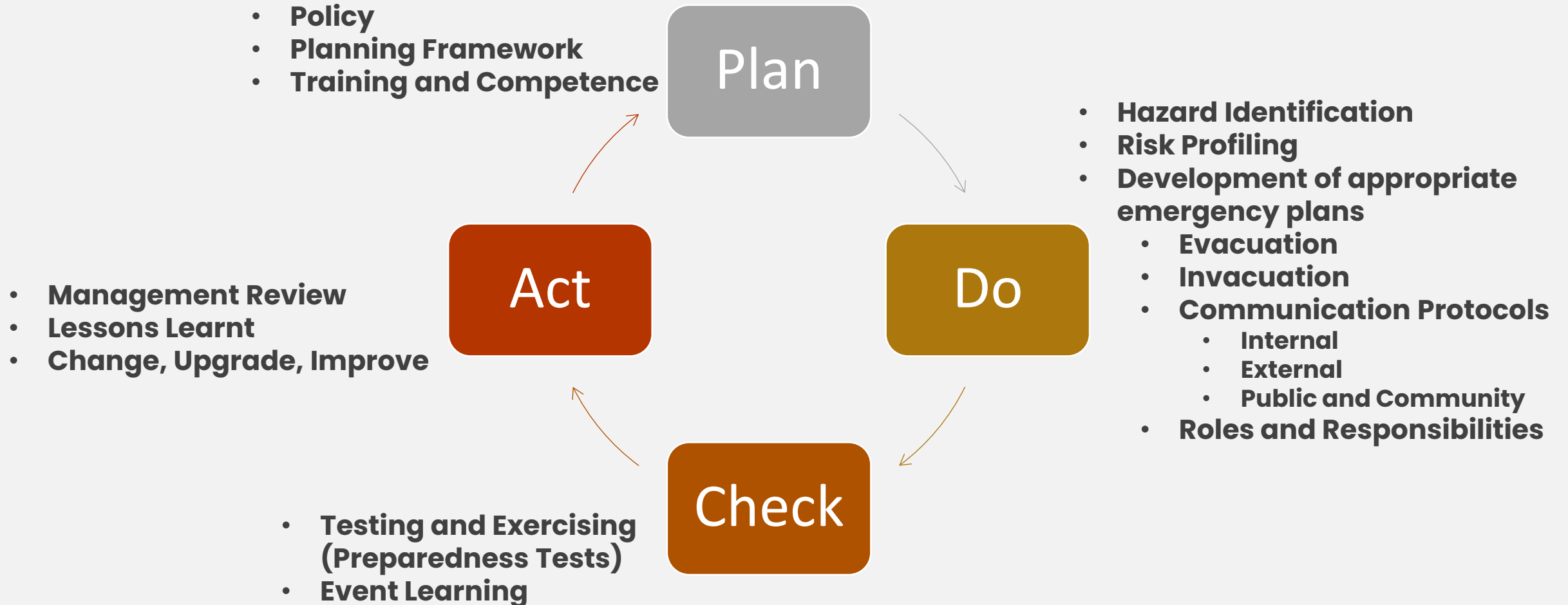
Impact on Property Owners and Professionals

- **Clearer responsibilities for owners, agents and tenants.**
- **Expect enhanced inspections and questions from enforcers as well as stakeholders (boards, investors, insurers).**
- **Increased focus on capability, not just documentation.**



What Good Emergency Preparedness Looks Like

An effective framework for managing unplanned events:



The 7 questions Your Emergency Framework Must Answer

1. What are the specific risks and threats to this building?

- Your plan must be based on a current, site-specific risk profile, not a generic template.
- It should clearly identify the realistic threats—fire, flood, protest, violence, power loss, terrorism—and their potential impacts on occupants and operations.

2. Who is in charge during an emergency?

- Your plan must explicitly define roles, decision-making authority, and escalation routes across owners, managing agents, security, FM teams, and tenants.
- ***Ambiguity is one of the biggest causes of failure during live incidents.***

3. How will we communicate—fast and accurately?

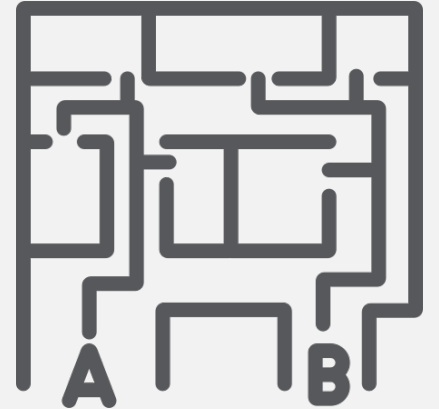
- The plan must explain:
 - who communicates internally and externally,
 - what tools you will use (PA, SMS alerts, radio, etc.)
 - how you maintain consistent messaging across all parties
 - how you manage media and public statements
- ***Communication breakdowns amplify risk and reputational damage.***



The 7 questions Your Emergency Framework Must Answer

4. How do we evacuate, invacuate, or lock down safely?

- Your procedures must be:
 - Realistic
 - Practised
 - Inclusive of occupants with additional needs
 - Aligned with tenant operations
- ***It isn't enough to know how to evacuate; you must know how to stay put, protect in place, or control movement depending on the threat.***



5. How do we coordinate with emergency responders?

- Your plan must make clear:
 - How emergency services access the site
 - Where incident control points are located
 - Who meets and briefs responders
 - What building plans or information packs are available
- ***Responder coordination is often the biggest gap revealed in testing exercises.***



The 7 questions Your Emergency Framework Must Answer

6. How do we maintain competence and confidence among everyone involved?

- Your plan should answer:
 - Who needs training?
 - How often?
 - How do we prove competence?
- **Management, Tenants, front-of-house teams, security, and contractors must all understand their roles—competence cannot be assumed.**



7. How do we test, learn, and continuously improve?

- A credible plan must include:
 - A scheduled exercise programme
 - Multi-scenario testing (not just fire drills)
 - Documented lessons learned
 - A process for updates and sign-off
- **Testing is the difference between having a plan and being prepared**



Type of Emergency Preparedness Exercises



Please Note: Most buildings/organisations have in the past relied solely on fire drills → this is insufficient for modern risk and compliance.

Case Study – National Rail / British Transport Police

March 2025

British Transport Police undertook emergency exercise – simulating a stabbing on a moving train near Huntingdon

Focus was on crisis management communications and effective emergency response

Findings / Lessons Learnt from Exercise suggested that:

- Drivers in the event of a stabbing incident should continue to the next station to enable faster access by armed police and paramedics
- Critical importance of coordinating messaging



Case Study – LNER / National Rail / BTP

November 2025

Incident: A mass stabbing occurred aboard an LNER train travelling from Doncaster to London King's Cross on Saturday, November 1, 2025.

Response: The train was diverted to an unscheduled stop at Huntingdon railway station in Cambridgeshire, where armed police arrested a suspect. BT Police managed communications (between stakeholders and media).

– 7:39pm incident started – suspect arrested 7:50pm

Victims: Eleven people received hospital treatment, with nine initially reported as having life-threatening injuries. LNER staff member, Samir Zitouni, and passenger, Stephen Crean, both confronted the attacker and sustained severe injuries, allowing others to move away and/or hide.



Case Study – What Can Property Managers, Owners Learn

Rail operators had **previously rehearsed (tested)** similar “rolling terrorism” scenarios; **this very likely aided the coordinated response to the actual incident.**

For property – regular testing will

- enable you to check you have **considered the appropriate hazards and risks**
- **shorten response times / improve management** and decision making during an incident
- **reduces organisational friction** when everything is on the line
- **give staff confidence** that they know what to do, when and how.
- enables you to **check on the competence** of those involved
- **demonstrate compliance**

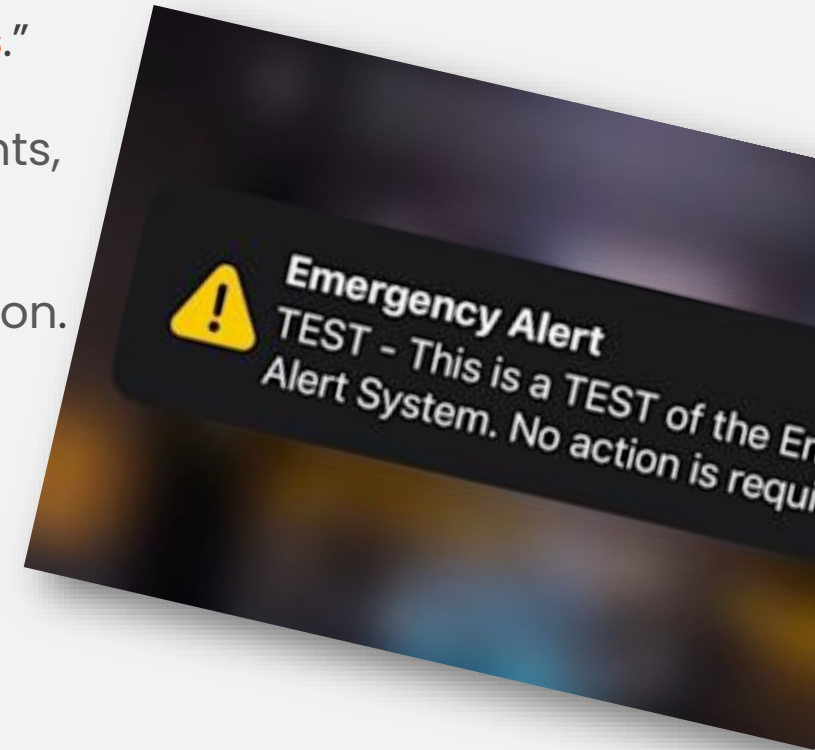


If you don't rise to the occasion—you fall to the level of your training.

Why Testing Matters

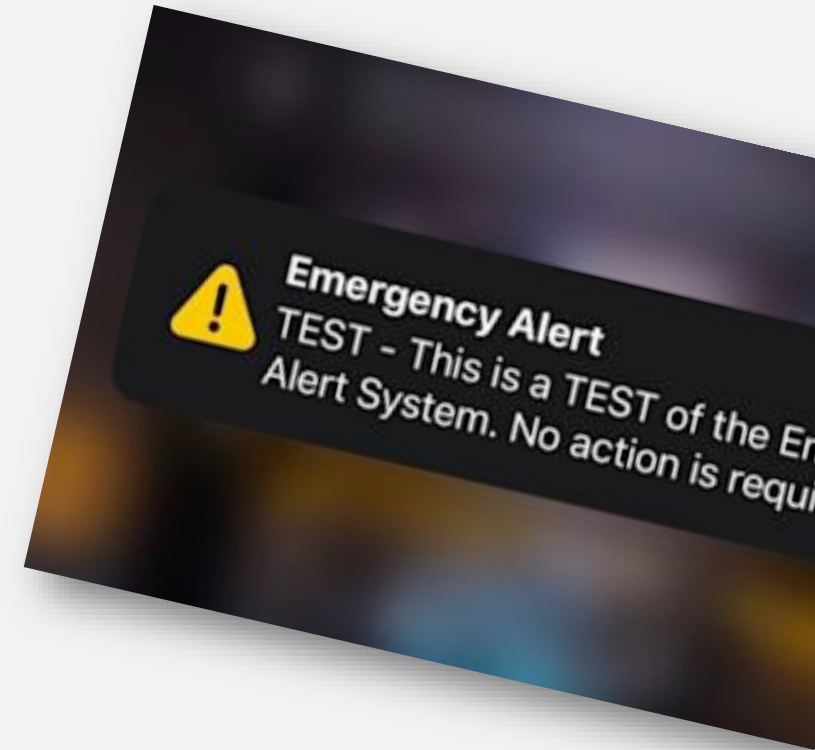
- Testing is where “**unknown weaknesses become known strengths.**”
- Exercises **validate the coordination** between building teams, tenants, security, external responders.
- Testing provides **defensible evidence** in a post-incident investigation.
- **Without rehearsals, competence is assumed—never proven.**
- **Benefits**
 - *Increased readiness*
 - *Reduced response times*
 - *Better decision-making in uncertain times/situations*
 - *Stronger tenant confidence*
 - *Supports compliance with Martyn’s Law, Health and Safety Legislation and insurers’ expectations*

“A crisis is not the time to be exchanging business cards.”



Why Testing Matters

- Multi-tenanted buildings provide **fragmented accountability**:
 - *if not clarified, developing and exercising allows such clarifications at the right time...not during an incident*
 - *Increased public scrutiny post-incident.*
 - *Regulators increasingly evaluate preparedness, not just paperwork.*
- It's now a **compliance thing**
- Insurers now looking at **resilience, not compliance alone.**
- **Real-world consequences**: downtime, media exposure, reputational damage.



Competence and Coordination – The Human Factor

- Trained staff are **more competent** to act effectively in a real-life incident
- **Most failures in real incidents are shown to stem from confusion, not infrastructure, and a lack of competence rather than too much training**
- Emergency preparedness exercises allow property teams to **KNOW**:
 - Their **own limits / understanding** and adjust these accordingly
 - **Who does what and whose in charge**
 - Who is **managing the communications**
 - Who **coordinates with the emergency services**
 - What the **tenants and others are responsible for**



Your Next Steps

- Conduct a **gap analysis**
- **Understand or refresh your risk profiles**
- **Update / develop emergency and crisis management plans and procedures** to reflect these profiles and Martyn's Law
- **Review / improve communication protocols** (internal and external)
- Introduce a **regular emergency preparedness** testing cycle, desktop, and team based with everyone involved – management, front of house staff, security, contractors and tenants
- Document evidence of **competence and training**
- **Learn lessons** from the exercises and include these in your plans

Benefits

- Reduced business interruption
- Stronger insurer confidence
- Enhanced tenant satisfaction
- Resilience as a value proposition
- Regulatory defence and reputational protection

"Your preparedness is your reputation."



Questions



Thank you

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