



ROSS REGATTA 2026



Sunday 30th August – Monday 31st August

Ross Regatta Protective Security and Terrorism Response Plan

(Martyn's Law Preparedness Plan)

Location

Address: Ross Rowing Club, Rope Walk, Ross-on-Wye, HR9 7BU

OS Grid Reference for cars & trailers: SO 598 245

Latitude & Longitude: Lat 51.918327 Long -2.5850384 (51°55'05.98" N, 2°35'06.14" W)

What3Words: valued.mildest.mattress

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1. Purpose

The purpose of this document is to provide Ross Rowing Club officials, volunteers and partner agencies with a clear framework for preparing for, responding to and recovering from a hostile act or terrorist incident occurring during the Ross Regatta.

This plan has been developed to support the safety and security of competitors, spectators, officials, volunteers, contractors and members of the public attending the event. It complements the existing Ross Regatta Safety Plan, Emergency Response Plan, Risk Assessment and Welfare Plan by addressing the specific risks associated with acts of terrorism and other deliberate hostile attacks.

The primary objective of this plan is the preservation of life. It establishes the command structure, communication procedures and operational actions required to enable a rapid, coordinated and proportionate response should such an incident occur. It also provides guidance on recognising suspicious behaviour, initiating emergency procedures, supporting the emergency services and facilitating the safe recovery of the event.

Ross Rowing Club recognises that while the likelihood of a terrorist incident at a local sporting event remains low, the potential consequences could be catastrophic. The Organising Committee therefore adopts a proportionate approach to protective security, ensuring that officials and volunteers understand their responsibilities without placing unnecessary burdens upon the operation of the event.

This document has been prepared in support of the principles contained within the **Terrorism (Protection of Premises) Act 2025 (Martyn's Law)** and reflects nationally recognised guidance, including the **RUN – HIDE – TELL** methodology promoted by Counter Terrorism Policing. It is intended to demonstrate that reasonable and practicable measures have been considered to reduce risk and improve preparedness.

This plan applies throughout the period of the Ross Regatta and should be read and implemented alongside all other event safety documentation. It does not replace the authority of the emergency services. In the event of a confirmed terrorist incident, command of the operational response will transfer to West Mercia Police and other responding emergency services, with Ross Regatta officials providing support, information and assistance as required.

All officials, marshals and volunteers are expected to familiarise themselves with the contents of this document before the commencement of the event and to participate in any safety briefings or exercises considered appropriate by the Regatta Organiser. The effectiveness of this plan depends upon calm leadership, clear communication and a shared understanding of individual roles and responsibilities.

2. Scope

This Protective Security and Terrorism Response Plan applies to all activities associated with the Ross Regatta and covers the period from initial event set-up through to the completion of site clearance and debrief following the event.

The plan applies to all persons present within the Regatta footprint, including competitors, coaches, officials, volunteers, contractors, spectators, visiting clubs and members of the public who may be affected by an emergency occurring on or adjacent to the event site.

The Regatta takes place primarily on the River Wye and the surrounding facilities at Ross Rowing Club, including the Club House, Boat House, riverside towpath, boating areas, Control Commission, registration area, trailer park, spectator areas and associated public access routes. Although the event is predominantly outdoors, this plan also considers the use of buildings as places of shelter should an evacuation become necessary.

This document addresses the response to deliberate hostile acts, including but not limited to:

- Terrorist attacks.
- Marauding attacker incidents.
- Knife attacks.
- Firearms attacks.
- Vehicle as a weapon attacks.
- Deliberate explosive or incendiary devices.
- Suspicious packages or unattended items.
- Chemical or hazardous substance release where deliberate action is suspected.
- Any other hostile act intended to cause serious harm or widespread fear.

Whilst the plan has been developed primarily in response to the requirements and principles of the Terrorism (Protection of Premises) Act 2025 (Martyn's Law), many of the procedures contained within it are equally applicable to other major emergencies where the immediate priorities remain the preservation of life, the protection of those present and the coordination of an effective emergency response.

This document does not replace existing emergency procedures contained within the Ross Regatta Safety Plan or Emergency Response Plan. Instead, it supplements those

documents by providing additional guidance specific to hostile acts and protective security. Where an emergency does not involve deliberate hostile intent, the procedures contained within the existing Emergency Response Plan should normally take precedence.

The plan assumes that Ross Rowing Club officials and volunteers are not trained security personnel and are not expected to intervene physically against an attacker except where this is necessary to protect life and where there is no safer alternative. Their principal responsibilities are to:

- Recognise and report suspicious activity.
- Raise the alarm promptly.
- Protect life using the principles contained within this plan.
- Support the safe evacuation or invacuation of those present.
- Provide accurate information to the emergency services.
- Assist the emergency services once command has been transferred.

This plan remains in force throughout the duration of the Ross Regatta and shall be reviewed annually, or following any significant incident, exercise, legislative change or substantial alteration to the event layout or operating procedures, to ensure that it remains current, proportionate and effective.

3. Legal Context

The Ross Regatta Organising Committee is committed to providing, so far as is reasonably practicable, a safe environment for everyone attending the event. While the likelihood of a terrorist incident at a local sporting event remains low, the potential impact of such an event requires proportionate planning and preparedness.

This document has been developed in support of the **Terrorism (Protection of Premises) Act 2025 (Martyn's Law)**. The legislation was introduced following the Manchester Arena terrorist attack in May 2017 and seeks to improve public protection by ensuring that those responsible for publicly accessible premises and qualifying events have considered the risk of terrorism and have appropriate procedures in place to respond should an attack occur.

Ross Regatta is organised and managed by Ross Rowing Club and attracts competitors, officials, volunteers, contractors, spectators and members of the public across a two-day event. The Organising Committee recognises its responsibility to consider foreseeable risks, including hostile acts, and to implement practical and proportionate measures appropriate to the nature, size and location of the event.

The purpose of this plan is not to eliminate risk entirely, as no public event can ever be made completely secure. Rather, it is intended to demonstrate that reasonable steps have been taken to reduce risk, improve preparedness and ensure that those responsible for delivering the event understand how to respond effectively during the initial stages of a major incident.

The Organising Committee adopts the following principles of protective security:

- **Prepare** by identifying reasonably foreseeable threats and ensuring that officials understand their responsibilities.

- **Protect** by implementing practical measures that reduce vulnerability and improve public safety.
- **Respond** through clear command structures, effective communication and rehearsed emergency procedures.
- **Recover** by supporting the emergency services, accounting for those involved and reviewing lessons identified following the incident.

This document should be read in conjunction with the Ross Regatta Safety Plan, Emergency Response Plan, Risk Assessment, Welfare Plan and all other event documentation. Together these documents form the Regatta's integrated safety management system.

The implementation of this plan does not transfer responsibility away from individuals. All competitors, officials, volunteers and visitors remain responsible for exercising reasonable care for their own safety and for reporting any suspicious activity or security concerns immediately to an event official. As stated within the Ross Regatta Safety Plan, every adult attending the event is personally responsible for their own safety, and all juniors remain the responsibility of their accompanying responsible adult.

In the event of a confirmed terrorist incident or other deliberate hostile act, operational command will transfer to **West Mercia Police** and the responding emergency services. The role of the Ross Regatta Organising Committee is to support that response by protecting life where possible, providing accurate information, maintaining effective communication, facilitating emergency access and cooperating fully with the emergency services throughout the incident and subsequent recovery phase.

4. Event Overview

Ross Regatta is an annual rowing competition organised by Ross Rowing Club and held on the River Wye in Ross-on-Wye, Herefordshire. The event attracts rowing clubs from across the region and provides competitive racing for both junior and masters categories over two consecutive days.

Racing is conducted over a two-lane, head-to-head course extending approximately 550 metres along the River Wye. The event is supported by a large number of volunteers, race officials, umpires, safety boat crews and first aid personnel who work together to ensure the safe and efficient operation of the Regatta.

The event is centred upon Ross Rowing Club, Rope Walk, Ross-on-Wye (HR9 7BU), with activities extending along the riverside, boating areas, control commission, registration area, trailer park, spectator viewing locations and associated public access routes. The Club House remains operational throughout the event and provides facilities for competitors, officials and visitors. The Boat House is also available and may be used as a place of shelter should circumstances require.

Attendance varies throughout the day as competitors arrive and depart; however, the event typically consists of:

- Competitors and coaching staff.
- Race officials and umpires.

- Ross Rowing Club volunteers.
- Safety boat crews.
- Qualified first aid personnel.
- Contractors and service providers.
- Spectators and members of the public using the adjacent riverside footpaths.

As the Regatta is held within an open public environment, complete control over access to the site is neither practical nor appropriate. Members of the public may enter and leave the riverside areas freely throughout the event. Consequently, the Organising Committee adopts a proportionate approach to protective security, placing emphasis upon vigilance, effective communication and the rapid implementation of emergency procedures rather than physical security measures.

The Regatta benefits from an established safety management structure, including clearly defined leadership responsibilities, qualified safety personnel, dedicated first aid provision, safety boats, radio communications and pre-planned emergency access routes. These existing arrangements provide a strong foundation for responding to a hostile act and are enhanced by the additional procedures contained within this document.

The event operates under British Rowing Rules of Racing and RowSafe guidance, supported by comprehensive event documentation including a Safety Plan, Emergency Response Plan, Risk Assessment, Welfare Plan, radio protocols and marshalling instructions. This Protective Security and Terrorism Response Plan forms part of that wider safety management system and should be read alongside the supporting documentation.

Although no specific intelligence exists to suggest that Ross Regatta is at an elevated risk of terrorism or other hostile acts, the Organising Committee recognises that public events can present attractive targets due to the concentration of people within an accessible environment. The purpose of this plan is therefore to ensure that, should such an incident occur, officials are able to respond in a calm, coordinated and effective manner that prioritises the preservation of life until the arrival of the emergency services.

The success of any emergency response depends not only upon written procedures but upon informed decision-making by those present. All officials, marshals and volunteers are therefore expected to remain vigilant throughout the event, report concerns promptly and follow the procedures contained within this document should circumstances require.

5. Threat Assessment

The Organising Committee has undertaken a proportionate assessment of the potential threats that could affect the Ross Regatta. Whilst there is no specific intelligence to indicate that the event is at an increased risk of terrorism or deliberate hostile activity, the Regatta is recognised as a publicly accessible event and therefore cannot be considered entirely free from such risks.

The purpose of this assessment is not to predict the nature of any future attack, but to identify reasonably foreseeable threats, understand potential vulnerabilities and establish practical measures that reduce risk and improve preparedness.

Threat Environment

The United Kingdom continues to face a national threat from terrorism and other forms of violent extremism. Public events, regardless of size, may present opportunities for individuals seeking to cause harm due to the concentration of people, the open nature of venues and the limited ability to control public access.

The Ross Regatta is considered to present a **low likelihood but potentially high consequence** risk. As a result, the Organising Committee has adopted a proportionate approach to protective security that reflects both the nature of the event and current national guidance.

Site Characteristics

Several characteristics of the Regatta have been considered during the threat assessment.

Positive features include:

- Experienced organising committee.
- Clearly defined command structure.
- Qualified Safety Advisor present throughout the event.
- Qualified first aid provision.
- Multiple officials positioned across the venue.
- Dedicated radio communication network.
- Public Address system.
- Clearly identified emergency vehicle access routes.
- Established liaison with the emergency services through the Herefordshire Safety Advisory Group.

Potential vulnerabilities include:

- Open public access to much of the venue.
- Large numbers of people concentrated along the riverside.
- Public roads and footpaths adjacent to the event.
- Vehicle access in the vicinity of spectator areas.
- Numerous competitors arriving and departing throughout the day.
- Outdoor environment with limited physical security measures.
- Visitors who are unfamiliar with the site layout.

These vulnerabilities are considered typical of community sporting events and are mitigated through vigilance, planning and effective emergency procedures rather than extensive physical security measures.

Credible Threats

The Organising Committee has considered the following reasonably foreseeable hostile acts:

Marauding Attacker

An individual armed with a knife or other weapon attempting to cause serious injury to members of the public.

Vehicle Attack

A vehicle deliberately driven into competitors or spectators using public access routes or adjacent open areas.

Firearms Attack

Although considered highly unlikely, an individual using a firearm against those attending the event.

Improvised Explosive Device (IED)

A suspicious package or vehicle containing an explosive device, whether genuine or suspected.

Deliberate Fire or Incendiary Attack

A deliberately started fire intended to cause injury, panic or disruption.

Chemical or Hazardous Substance

The deliberate release of a hazardous substance capable of causing injury or panic.

Hostile Reconnaissance

An individual conducting surveillance of the venue before or during the event in preparation for a future attack.

Indicators of Suspicious Behaviour

Officials and volunteers should remain alert to behaviour that appears unusual or inconsistent with normal attendance at the Regatta.

Examples may include:

- Individuals repeatedly photographing security arrangements, emergency access routes or officials without an obvious reason.
- Persons showing unusual interest in safety procedures or restricted areas.
- Individuals attempting to gain access to areas reserved for officials.
- People abandoning bags or packages and leaving the area.
- Vehicles parked in unusual locations without an obvious purpose.
- Individuals wearing clothing inconsistent with the weather or attempting to conceal their identity.

- Behaviour suggesting hostile reconnaissance, including repeated visits or unusual questioning of volunteers.

The presence of one or more of these indicators does **not** necessarily indicate hostile intent. Officials should avoid making assumptions and instead report concerns promptly through the established chain of command.

Risk Reduction Measures

Ross Rowing Club has implemented a number of practical measures designed to reduce vulnerability and improve resilience.

These include:

- Clearly defined command responsibilities.
- Trained and briefed officials.
- Radio communications across the event.
- Public Address capability.
- Qualified first aid provision.
- Safety boats positioned on the river.
- Established emergency vehicle access routes.
- Pre-event safety briefings.
- Emergency response procedures.
- Annual review of safety documentation.
- This Protective Security and Terrorism Response Plan.

Together, these measures provide a proportionate level of preparedness appropriate to the nature and scale of the Ross Regatta.

Dynamic Risk Assessment

No written plan can anticipate every possible circumstance. Officials should therefore apply dynamic risk assessment throughout the event, continually considering:

- What is happening?
- What is the immediate threat to life?
- What action is safest?
- Does the situation require evacuation or shelter?
- Have the emergency services been informed?
- Is additional information available?

The preservation of life shall remain the overriding priority in every decision made during a hostile incident. Once the emergency services arrive, command of the operational response will transfer to them, and all Ross Regatta officials will provide support as directed.

6. Command and Control

An effective response to any hostile act depends upon clear leadership, timely decision-making and effective communication. During the initial stages of a major incident there may be limited information, rapidly changing circumstances and significant public anxiety. This section establishes the command structure for the Ross Regatta and defines the responsibilities of those involved until command is transferred to the emergency services.

The primary objective of the Ross Regatta command structure is to preserve life. All decisions taken during an incident shall be guided by this principle.

Principles of Command

The following principles shall underpin the management of any hostile incident:

- Preservation of life takes precedence over the continuation of the event.
- Early reporting is preferable to delayed certainty.
- Decisions should be proportionate to the information available at the time.
- Officials should remain calm, provide clear leadership and avoid speculation.
- Once emergency services arrive, operational command transfers to them.
- Event officials will support, rather than direct, the emergency service response.

Incident Commander

The **Regatta Organiser** shall normally assume the role of **Incident Commander** until relieved by the emergency services.

Incident Commander

Tim Davies

Regatta Organiser / Safety Advisor

The Incident Commander is responsible for:

- Assessing the developing situation.
- Determining whether an emergency exists.
- Suspending or abandoning racing where necessary.
- Activating this Protective Security Plan.
- Directing evacuation or invacuation.
- Requesting emergency assistance via 999.
- Coordinating communications between officials.
- Maintaining overall situational awareness.
- Liaising with the emergency services upon their arrival.
- Authorising the recommencement or abandonment of the event where appropriate.

Where immediate action is required to preserve life, any official may initiate emergency procedures without waiting for authorisation from the Incident Commander.

Deputy Incident Commander

Should the Incident Commander be unavailable, incapacitated or directly involved in the incident, command shall pass to the **Regatta Secretary**.

Deputy Incident Commander

Elisabeth Angier

Regatta Secretary

The Deputy Incident Commander shall assume all responsibilities of the Incident Commander until relieved or until command is formally transferred.

Race Committee

The Race Committee provides strategic support to the Incident Commander and assists in coordinating the overall response.

Responsibilities include:

- Supporting operational decision-making.
- Coordinating with umpires and marshals.
- Suspending racing activities.
- Accounting for officials where practicable.
- Supporting post-incident recovery.

Committee members shall not unnecessarily expose themselves to danger and should operate from a place of relative safety wherever possible.

Safety Advisor

The Safety Advisor provides specialist advice relating to public safety, emergency procedures and the ongoing assessment of risk.

Responsibilities include:

- Advising the Incident Commander on safety matters.
- Monitoring the developing situation.
- Assessing whether evacuation or invacuation is appropriate.
- Coordinating with first aid personnel.
- Assisting emergency services with local site knowledge.
- Maintaining oversight of hazards affecting responders and the public.

Marshals and Volunteers

Marshals are likely to be the first officials to identify suspicious behaviour or become aware of an incident.

Their responsibilities are to:

- Remain vigilant throughout the event.
- Report concerns immediately via radio or telephone.
- Warn those in immediate danger where safe to do so.
- Assist members of the public to evacuate or seek shelter.
- Keep emergency access routes clear.
- Avoid placing themselves at unnecessary risk.
- Follow instructions issued by the Incident Commander or emergency services.

Marshals are **not** expected to physically confront an attacker.

Umpires

Race Umpires remain responsible for the immediate safety of competitors on the water until relieved by the Incident Commander or emergency services.

Should an incident occur, they should:

- Suspend racing immediately.
- Prevent further crews entering the course where safe to do so.
- Direct competitors away from danger where practicable.
- Coordinate with safety boat crews.
- Maintain radio communication with Control.

Safety Boat Crews

Safety boat crews play a vital role in protecting competitors who may be isolated on the river during an incident.

Their responsibilities include:

- Maintaining communication with Race Control.
- Recovering competitors from the water where safe.
- Assisting evacuation from the river if appropriate.
- Remaining clear of areas presenting an immediate threat.
- Supporting emergency services as requested.

Safety boat crews should not approach an attacker or enter an unsafe area unless directed by the emergency services.

First Aid Personnel

The role of first aid personnel is to provide casualty care **only when it is safe to do so**.

Where an active threat exists:

- Personal safety takes priority.
- Casualties should not be approached until the threat has passed unless the risk is considered acceptable.

- Immediate lifesaving interventions should only be undertaken when conditions permit.

Once the area is declared sufficiently safe, first aid personnel will work under the direction of the Ambulance Service.

Transfer of Command

Upon arrival, **West Mercia Police** will assume operational command of any confirmed terrorist or hostile incident.

At this stage, the Incident Commander shall:

- Identify themselves to the senior police officer.
- Provide a concise situation report.
- Identify known casualties.
- Advise of any outstanding risks.
- Confirm the location of emergency access routes.
- Provide site plans and relevant documentation if requested.
- Continue supporting the emergency services as required.

From this point onward, Ross Regatta officials shall act in support of the emergency services and comply with all lawful instructions issued by them.

Decision-Making

During the early stages of a hostile incident, information may be incomplete, conflicting or rapidly changing. Officials should avoid delaying action whilst seeking perfect information.

When making decisions, the Incident Commander should continually consider:

- Is there an immediate threat to life?
- Can people safely leave the area?
- Would sheltering provide greater protection?
- Have the emergency services been notified?
- Is the information reliable?
- What action best preserves life?

Timely decisions based upon the best information available are generally preferable to delayed decisions made in pursuit of certainty. Throughout any incident, protecting life remains the overriding priority.

7. Communications

Effective communication is fundamental to the successful management of any major incident. During a hostile act, accurate and timely information enables informed decision-making, reduces confusion and assists in protecting life. Conversely, inaccurate,

delayed or speculative information may increase panic, hinder the emergency response and place additional people at risk.

The objective of the Ross Regatta communication plan is to ensure that information is passed quickly, accurately and only to those who need it. All communications during an incident should be calm, concise and factual.

Communication Priorities

During any hostile incident, the priorities for communication are:

1. Raise the alarm.
2. Protect life by warning those at immediate risk.
3. Notify the emergency services.
4. Coordinate the actions of officials and volunteers.
5. Provide clear instructions to competitors and spectators.
6. Support the emergency services with accurate information.

Internal Communications

The Regatta operates a dedicated radio network linking key officials throughout the venue. Radio communications provide the primary method of communication during an emergency and shall remain operational throughout the event. Mobile telephones provide a secondary means of communication should radio systems become unavailable.

Radio users should:

- Speak clearly and calmly.
- Use plain English.
- Keep transmissions brief.
- Avoid unnecessary radio traffic.
- Confirm important messages have been received.
- Listen before transmitting.

Officials should never assume that a message has been understood unless acknowledgement has been received.

Radio Procedure

When reporting an emergency, the following format should be used wherever possible:

"Control from [Location]. Immediate assistance required. Suspected hostile incident at [Location]. Police and Ambulance required."

Where additional information is available, report:

- Exact location.
- Nature of the incident.
- Number of casualties (if known).

- Description of attacker(s), if safe to observe.
- Weapons seen.
- Direction of travel.
- Immediate hazards.

Officials should never place themselves in danger simply to obtain additional information.

Public Address (PA) System

The Public Address system provides the fastest means of communicating with large numbers of competitors and spectators.

During a hostile incident, announcements should:

- Be calm and authoritative.
- Give simple instructions.
- Avoid speculation.
- Avoid using language likely to create unnecessary panic.
- Be repeated where necessary.

Example:

"Ladies and gentlemen, due to an emergency we ask everyone to leave the riverside immediately and follow the directions of event officials."

If sheltering is required:

"Please move immediately into the nearest building and remain there until further instructions are given by event officials or the emergency services."

The Incident Commander should determine whether the use of the PA system will improve safety. In some circumstances, particularly where an attacker is nearby, silent evacuation or local direction by officials may present a safer option.

Contacting the Emergency Services

Where a hostile act is suspected, **999 must be called immediately.**

The caller should provide:

- Their name.
- Their role within the Regatta.
- Event location.
- Nature of the incident.
- Number of casualties (if known).
- Description of attacker(s).
- Description of weapons observed.
- Whether the attacker remains on scene.
- Best emergency access route.
- A contact telephone number.

Early notification is more important than complete information. Updates can be provided as further details become available.

Communication with Competitors and Spectators

Officials should provide clear, simple instructions using normal language.

Examples include:

- "Move away from the river towards the car park."
- "Go into the Club House immediately."
- "Follow me."
- "Remain where you are."
- "Do not return to your vehicles."

Avoid shouting conflicting instructions or providing information that has not been verified.

Media Communications

No official, volunteer or marshal should make statements to the media regarding a terrorist or hostile incident.

All enquiries should be referred to the Incident Commander or, once established, the Police Media Officer.

Officials should avoid:

- Speculating about the cause of the incident.
- Confirming casualty numbers.
- Naming casualties.
- Discussing operational police activity.
- Posting incident information on social media.

Public information must remain accurate and consistent throughout the response.

Communication with Families

Following a serious incident, relatives and friends may begin contacting officials seeking information.

Officials should:

- Express concern and reassurance.
- Record contact details if necessary.
- Avoid confirming identities or casualty information.
- Refer enquiries to the Police where appropriate.

The identification of casualties remains the responsibility of the Police.

Maintaining Communications

Throughout the incident, the Incident Commander should ensure that communication links remain available between:

- Incident Commander.
- Race Committee.
- Safety Advisor.
- Marshals.
- Umpires.
- Safety Boats.
- First Aid Team.
- Emergency Services.

Maintaining effective communication throughout the response will improve coordination, reduce confusion and assist the emergency services in bringing the incident to a safe conclusion.

8. Recognising Suspicious Behaviour

The success of any hostile attack is often dependent upon an attacker being able to conduct planning or reconnaissance without attracting attention. Experience from previous terrorist incidents has shown that suspicious behaviour is frequently observed by members of the public or event staff before an attack takes place, but is either not recognised or not reported.

The purpose of this section is to improve situational awareness amongst officials and volunteers by providing guidance on recognising behaviour that may indicate hostile intent. It is important to emphasise that no single behaviour confirms criminal or terrorist activity. Officials should avoid making assumptions based upon appearance, ethnicity, religion, age or any other personal characteristic. Instead, attention should focus upon **behaviour**, **actions** and **circumstances**.

If something appears unusual, suspicious or inconsistent with the normal operation of the Regatta, it should be reported promptly through the established chain of command.

Principles

Officials should remember three simple principles:

- **Be observant.**
- **Trust your instincts.**
- **Report concerns promptly.**

It is always preferable to report a genuine concern that later proves to be innocent than to ignore behaviour that may place others at risk.

Suspicious Behaviour

Examples of behaviour that may warrant further attention include:

- Individuals repeatedly observing officials, safety procedures or emergency access routes without an obvious reason.
- Persons photographing or filming security arrangements, radio positions, first aid locations or restricted areas.
- Individuals attempting to gain access to areas reserved for officials or competitors.
- Unusual or persistent questioning regarding security arrangements, emergency procedures or the location of senior officials.
- Persons loitering for prolonged periods without an apparent reason for attending the event.
- Individuals making repeated visits to different parts of the venue whilst appearing to monitor activity.
- Attempts to conceal identity without reasonable explanation.
- Nervous, evasive or unusually agitated behaviour.
- People appearing to direct others whilst avoiding attention themselves.

These behaviours should always be considered in context. Most will have entirely innocent explanations.

Suspicious Items

Officials should remain alert to unattended or suspicious objects.

Examples include:

- Bags or rucksacks abandoned in unusual locations.
- Packages left beside spectator areas.
- Items deliberately concealed beneath benches, vehicles or equipment.
- Containers emitting unusual smells, liquids or sounds.
- Objects fitted with wires, timers or batteries.
- Packages accompanied by threatening messages.

If a suspicious item is discovered:

- **Do not touch it.**
- **Do not move it.**
- **Do not attempt to investigate it.**
- Move people away from the immediate area.
- Inform the Incident Commander immediately.
- Contact the Police by dialling 999.
- Preserve the area for the emergency services.

Where possible, establish a cordon at a safe distance without placing yourself or others at risk.

Suspicious Vehicles

Although the Regatta is held within an open public environment, officials should remain aware of vehicles behaving unusually.

Examples include:

- Vehicles parked in inappropriate locations.
- Vehicles left unattended for prolonged periods.
- Drivers appearing to monitor crowds rather than use the event.
- Vehicles attempting to gain unauthorised access to pedestrian areas.
- Sudden or erratic driving towards groups of people.

Where safe to do so, record:

- Vehicle registration.
- Make and model.
- Colour.
- Direction of travel.
- Occupants.
- Any distinguishing features.

This information should be passed immediately to the Police if a threat is suspected.

Hostile Reconnaissance

Hostile reconnaissance is the process by which an individual gathers information before carrying out an attack.

Indicators may include:

- Repeated visits over several days.
- Detailed photography or video recording of infrastructure.
- Counting officials or security staff.
- Measuring distances or timing movements.
- Sketching site layouts.
- Observing emergency procedures.
- Asking unusual questions regarding attendance numbers or emergency arrangements.

Such behaviour does not necessarily indicate criminal intent, but should be reported to the Incident Commander for assessment.

Reporting Procedure

If suspicious behaviour or an item is identified:

1. Remain calm.
2. Do not confront the individual unless there is an immediate threat to life.
3. Inform the Incident Commander or Control immediately.
4. Provide clear factual information.

5. Continue observation only if it is safe to do so.
6. Follow any instructions issued by the Incident Commander or Police.

Officials should report **what they have seen**, rather than what they believe may be happening.

For example:

"Male wearing a blue jacket photographing emergency vehicle access at the Club House."

is considerably more useful than:

"I think someone is planning an attack."

The HOT Principle

Officials may find it helpful to remember the nationally recognised **HOT** assessment:

- **H – Hidden:** Is the item deliberately hidden?
- **O – Obviously suspicious:** Does it look unusual or out of place?
- **T – Typical:** Is it typical for this location or event?

If the answer raises concern, the item should be treated as suspicious until assessed by the Police.

If in Doubt

No official or volunteer is expected to determine whether an incident is terrorist-related. Their responsibility is simply to recognise behaviour that appears unusual, report it promptly and allow the appropriate authorities to assess the information.

Early reporting provides the emergency services with the greatest opportunity to prevent harm. Officials should therefore never hesitate to raise a genuine concern where they believe public safety may be at risk.

9. Response to an Active Attack

An active attack is any deliberate act of violence presenting an immediate threat to life. Such incidents may involve knives, firearms, vehicles, explosives or other weapons and are likely to develop rapidly with little or no warning. The initial actions taken by those present during the first few minutes may significantly influence the outcome.

The overriding priority during an active attack is the **preservation of life**. All officials, volunteers, competitors and spectators should take immediate action to protect themselves and others where it is safe to do so. No member of the Ross Regatta team is expected to intervene physically or place themselves at unnecessary risk.

The response to an active attack shall follow the nationally recognised **RUN – HIDE – TELL** principles.

RUN

Where a safe escape route exists, individuals should leave the danger area immediately.

Officials should encourage others to move away from the threat without delaying their own escape.

When evacuating:

- Move quickly and calmly.
- Leave belongings behind.
- Encourage others to follow if safe to do so.
- Avoid moving towards the source of danger.
- Use available cover where appropriate.
- Keep moving until well clear of the incident.
- Prevent others from entering the danger area where possible.

Evacuation routes may differ from those used during routine fire evacuations. Individuals should move away from the threat rather than automatically proceeding to a predetermined assembly point.

HIDE

If escape is not possible, individuals should seek the safest available shelter.

Suitable locations should:

- Be out of sight of the attacker.
- Offer physical protection where possible.
- Have a lockable or barricadable door.
- Allow occupants to remain silent and concealed.

Once inside:

- Lock or barricade doors where possible.
- Turn mobile phones to silent.
- Switch off unnecessary lights if appropriate.
- Stay away from doors and windows.
- Remain quiet.
- Do not leave until instructed by the Police or unless remaining presents a greater danger.

At Ross Regatta, the Club House and Boat House may provide temporary places of shelter depending on the location and nature of the threat. Officials should exercise judgement, recognising that movement towards a building may not always be the safest option.

TELL

As soon as it is safe to do so, contact the emergency services by dialling **999**.

Provide:

- Your name.
- Your location.
- Confirmation that you are calling from Ross Regatta.
- Nature of the incident.
- Description of the attacker(s).
- Description of any weapons.
- Number of casualties if known.
- Direction of travel.
- Whether the attacker remains at the scene.

Do not delay calling the Police because all information is not yet available.

Immediate Actions by Officials

Any official who becomes aware of an active attack should immediately:

1. Raise the alarm via radio.
2. Contact 999 or ensure another person has done so.
3. Warn people in immediate danger.
4. Direct evacuation or sheltering where appropriate.
5. Keep clear of the attacker.
6. Maintain communication with the Incident Commander if safe.

Officials should avoid unnecessary radio transmissions that could delay critical messages.

Incident Commander Actions

Upon confirmation or strong suspicion of an active attack, the Incident Commander should:

- Suspend all racing immediately.
- Activate this Protective Security Plan.
- Ensure the Police have been notified.
- Assess whether evacuation or invacuation offers the safest course of action.
- Coordinate communications with officials.
- Maintain awareness of the developing situation.
- Prepare to brief the emergency services upon arrival.

The Incident Commander should avoid exposing themselves unnecessarily in an attempt to obtain additional information.

Marshals and Volunteers

Marshals and volunteers are expected to:

- Protect themselves first.
- Warn those nearby.
- Assist evacuation where safe.
- Direct people away from danger.
- Keep emergency access routes clear if circumstances permit.
- Report observations to Control.

They are **not** expected to:

- Challenge or confront an attacker.
- Pursue a suspect.
- Attempt to disarm anyone.
- Enter areas where an attacker is believed to be present.

Competitors on the Water

Where racing is underway, the response will depend upon the location of the threat.

If the threat is confined to one part of the venue, competitors may be directed to continue away from the danger before landing at an alternative location.

Where landing presents a greater danger than remaining on the water, crews may be instructed to remain afloat until directed otherwise by race officials or safety boat crews.

Race Umpires and Safety Boats should coordinate closely with Race Control to determine the safest course of action based on the evolving circumstances.

Casualties

Casualties should only be assisted where it is safe to do so.

If entering the area would expose others to immediate danger, rescue attempts should be delayed until the threat has moved or has been neutralised.

Where safe, simple lifesaving interventions such as:

- Controlling catastrophic bleeding.
- Maintaining an airway.
- Reassuring casualties.

may be undertaken pending the arrival of the Ambulance Service.

Arrival of the Police

Armed Police officers responding to an active attack will focus first on stopping the attacker.

Officials should expect officers to:

- Move rapidly through the site.
- Give clear and direct instructions.
- Bypass injured persons initially if necessary.
- Carry firearms and specialist equipment.

When encountering Police officers:

- Remain calm.
- Keep hands visible.
- Follow instructions immediately.
- Do not make sudden movements.
- Do not approach officers unless instructed.
- Provide information only when requested.

Officials should understand that the Police priority during the initial response is to eliminate the threat before wider casualty management begins.

Preserving Life

Throughout the incident, every decision should be guided by a single principle:

Protect life first. Property, equipment, racing activities and the continuation of the event are always secondary to the safety of people.

Once the immediate threat has been resolved, the response shall transition to casualty care, accounting for those involved, supporting the emergency services and implementing the recovery procedures described later in this plan.

10. Evacuation

Evacuation is the organised movement of people away from an area of danger to a place of relative safety. During a hostile incident, evacuation should only be initiated where it is assessed to reduce the immediate risk to life. Unlike a fire evacuation, the safest course of action may not always involve moving to a predetermined assembly point. The direction of travel should always be based upon the location and nature of the threat.

The Incident Commander shall determine whether a full or partial evacuation is appropriate, taking account of the information available at the time. Where immediate action is required to preserve life, any official may instruct people to leave an area without waiting for authorisation.

Principles of Evacuation

The following principles shall guide any evacuation:

- Preserve life above all other considerations.
- Move people **away from the threat**, not simply away from buildings.
- Avoid directing people towards the attacker.

- Keep evacuation routes clear for emergency services where practicable.
- Remain calm and provide simple, clear instructions.
- Adapt the evacuation as circumstances change.

Officials should continually assess whether evacuation remains the safest option or whether sheltering (in vacuation) has become more appropriate.

Decision to Evacuate

Factors influencing the decision include:

- The location of the attacker.
- The direction in which the threat is moving.
- The availability of safe escape routes.
- The number of people requiring evacuation.
- The vulnerability of those present.
- The likelihood of people being exposed whilst moving.

No evacuation route should be used if it leads towards the source of danger.

Evacuation Responsibilities

Incident Commander

The Incident Commander should:

- Authorise evacuation where appropriate.
- Suspend all racing activities.
- Notify emergency services if not already completed.
- Direct officials to assist movement away from danger.
- Maintain communication with key personnel.
- Liaise with emergency services upon arrival.

Marshals and Volunteers

Marshals should:

- Direct people away from danger.
- Use clear verbal instructions.
- Assist children, elderly persons and those requiring additional support where it is safe to do so.
- Prevent unnecessary movement towards the incident.
- Keep emergency access routes clear where practicable.
- Report any significant issues to Control.

Marshals should never delay their own escape in an attempt to evacuate others.

Race Officials

Race Officials should:

- Suspend racing immediately.
- Prevent additional crews launching.
- Coordinate with Safety Boats regarding competitors already on the water.
- Direct competitors towards the safest available landing point, or instruct them to remain on the water if landing would increase risk.

Evacuation Routes

As Ross Regatta is held within an open riverside environment, evacuation routes will depend upon the location of the incident.

Potential routes include movement:

- Away from the riverside towards open ground.
- Away from the Club House if it forms part of the incident.
- Away from public roads where a vehicle threat exists.
- Towards pre-identified areas of relative safety as directed by officials.

Officials should avoid creating unnecessary congestion or directing large numbers of people into confined spaces.

Assembly Areas

Traditional assembly points may not always be appropriate during a hostile incident.

Where evacuation is undertaken:

- Assembly areas should be located well away from the threat.
- They should not obstruct emergency vehicle access.
- They should allow emergency services to operate effectively.
- They may be changed at any time depending upon the evolving situation.

Officials should not insist that people gather at a fixed location if doing so would increase risk.

Persons Requiring Assistance

Some individuals may require additional assistance during an evacuation, including:

- Children.
- Elderly persons.
- Individuals with mobility impairments.
- Those with sensory impairments.
- Casualties able to move with assistance.

Where safe, volunteers should provide reasonable assistance. However, no person should place themselves at unacceptable risk in attempting a rescue.

Accountability

Once immediate danger has passed, the Incident Commander should seek to establish:

- Whether all officials have been accounted for.
- Whether any persons are believed missing.
- The location of known casualties.
- Any areas that remain inaccessible.

A full roll call of competitors or spectators should not delay lifesaving activities or the emergency service response. Accountability should be proportionate to the circumstances.

Re-entry

No person shall re-enter an evacuated area until authorised by the Police or the Incident Commander acting on police advice.

Officials should actively discourage people from returning to:

- Collect personal belongings.
- Retrieve vehicles.
- Recover equipment.
- Continue racing activities.

The risk may remain even after the immediate threat appears to have ended.

Transition to Recovery

Once evacuation has been completed and the immediate threat removed, attention should shift towards:

- Supporting the emergency services.
- Casualty care.
- Welfare of evacuees.
- Preservation of evidence.
- Accounting for officials where practicable.
- Preparing for the recovery phase.

Evacuation is not an end in itself; it is a means of reducing exposure to danger. Throughout the process, officials should remain flexible, continue to assess the developing situation and be prepared to modify their actions if circumstances change.

11. Invacuation (Lockdown / Shelter)

Invacuation, sometimes referred to as **lockdown** or **sheltering**, is the controlled movement of people into a place of relative safety when evacuation would expose them to greater

danger. During a hostile incident, remaining inside a secure building may provide significantly greater protection than attempting to leave the area.

The decision to invacuate shall be based upon the location of the threat, the availability of suitable shelter and the likely level of risk associated with movement. The Incident Commander should continually assess whether sheltering or evacuation offers the safest means of preserving life.

Principles of Invacuation

The following principles shall guide any decision to shelter:

- Protect life above all other considerations.
- Move people away from immediate danger.
- Select the safest available location.
- Restrict visibility from outside where possible.
- Prevent unnecessary movement.
- Remain prepared to evacuate if circumstances change.

Invacuation should remain a dynamic process. If the threat moves or conditions deteriorate, evacuation may subsequently become the safer option.

Suitable Shelter Locations

At Ross Regatta, suitable shelter may include:

- The Club House.
- The Boat House.
- Other substantial buildings away from the immediate threat.

The suitability of any building depends upon:

- Its location relative to the attacker.
- The ability to secure entrances.
- The level of physical protection it provides.
- Safe access without moving towards danger.

Officials should avoid directing people into a building that lies within, or immediately adjacent to, the affected area.

Actions on Entering Shelter

Once inside a place of safety:

- Lock doors where possible.
- Barricade entrances using available furniture if necessary.
- Close windows and blinds where practicable.
- Move away from doors and windows.
- Switch mobile phones to silent mode.

- Keep noise to an absolute minimum.
- Remain calm and reassure others.
- Await further instructions from the Police or Incident Commander.

Occupants should avoid unnecessary use of mobile telephones unless reporting information to the emergency services or receiving official instructions.

Responsibilities of Officials

Officials directing invacuation should:

- Identify the safest available shelter.
- Direct people calmly and clearly.
- Assist vulnerable individuals where safe to do so.
- Ensure doors are secured where practicable.
- Maintain communication with the Incident Commander if safe.

Officials should not expose themselves to unnecessary danger by repeatedly moving between buildings once shelter has been established.

Accountability

Where circumstances permit, the person responsible for each shelter location should attempt to establish:

- The approximate number of occupants.
- Whether any injuries require urgent attention.
- Whether anyone remains unaccounted for.
- Whether communication with the Incident Commander is available.

A detailed roll call is not required during the active phase of an incident if it distracts from immediate safety.

Medical Considerations

Where casualties are present within a place of shelter:

- Provide first aid only if it is safe to do so.
- Prioritise catastrophic bleeding and airway management where trained.
- Reassure casualties and maintain calm.
- Inform the Ambulance Service of casualty numbers and locations when possible.

No one should leave a secure location solely to seek medical equipment if doing so would increase the risk to life.

Communication During Lockdown

If communication can be maintained safely, occupants should:

- Monitor instructions from the Incident Commander.
- Follow directions issued by the Police.
- Avoid spreading rumours or unverified information.
- Keep radio transmissions brief and essential.

Where a Public Address announcement is available, it should provide clear, concise instructions without causing unnecessary alarm.

Leaving Shelter

Occupants should remain within their place of shelter until:

- Directed to leave by Police officers.
- Directed by the Incident Commander acting on police advice.
- Remaining inside presents a greater danger than leaving.

Officials should be aware that attackers may attempt to encourage people to leave places of safety by shouting misleading instructions or impersonating authority figures. Unless there is an immediate threat within the building, occupants should wait for confirmation from identifiable Police officers or recognised event officials.

Transition to Recovery

Once the threat has been neutralised or moved away, the Incident Commander, in consultation with the emergency services, will determine whether occupants should:

- Remain sheltered.
- Evacuate to a place of greater safety.
- Return to designated assembly areas.
- Leave the venue entirely.

Invacuation is a protective measure designed to reduce exposure to danger during the most hazardous phase of an incident. Its effectiveness depends upon rapid decision-making, calm leadership and disciplined adherence to instructions until the emergency services declare the area safe.

12. Medical Response

The primary objective of the medical response during a hostile incident is the preservation of life whilst ensuring that responders do not place themselves at unnecessary risk. Medical treatment must always be balanced against the prevailing threat. No casualty should be approached if doing so would expose additional people to immediate danger.

The Ross Regatta benefits from dedicated first aid provision throughout the event. In the event of a terrorist incident or other deliberate hostile act, the medical response will initially be coordinated by the Incident Commander until responsibility transfers to the Ambulance Service and other emergency responders.

Medical Response Priorities

The priorities for medical response are:

1. Ensure personal safety.
2. Confirm the emergency services have been called.
3. Remove casualties from danger where it is safe to do so.
4. Provide immediate lifesaving interventions.
5. Coordinate with Ambulance Service personnel upon arrival.
6. Maintain accurate information regarding casualty numbers and locations.

Saving additional lives by avoiding unnecessary exposure remains more important than immediate treatment.

Personal Safety

No first aider, volunteer or official is expected to enter an area where an attacker remains active.

Medical personnel should only enter areas that are:

- Considered sufficiently safe.
- Outside the immediate threat area.
- Approved by the Police where appropriate.

If the threat re-emerges, treatment should cease immediately and responders should withdraw to a place of safety.

Immediate Lifesaving Care

Where it is safe to do so, priority should be given to interventions that are most likely to prevent death before the arrival of the Ambulance Service.

These include:

- Control of catastrophic bleeding using direct pressure or tourniquets where trained.
- Maintenance of an open airway.
- Placement of unconscious casualties into the recovery position where appropriate.
- Prevention of further injury.
- Reassurance and monitoring of casualties.

More complex treatment should only be undertaken if circumstances safely permit.

Casualty Collection

Where multiple casualties are involved, they should be moved only if:

- They remain in immediate danger.

- Movement can be achieved safely.
- It is necessary to access lifesaving treatment.

If casualties cannot safely be moved, their location should be recorded and passed to the emergency services at the earliest opportunity.

Officials should avoid creating additional casualties through unnecessary rescue attempts.

Casualty Information

Where practical, the Incident Commander should seek to maintain an overview of:

- Approximate number of casualties.
- Nature of injuries.
- Casualty locations.
- Individuals requiring urgent evacuation.
- Areas that remain inaccessible.

This information should be updated as the situation develops and provided to the Ambulance Service upon arrival.

Accuracy is preferable to speculation. If information is uncertain, this should be clearly stated.

Role of First Aiders

The Regatta's designated first aid personnel remain responsible for providing immediate casualty care within the limits of their competence.

Their responsibilities include:

- Assessing casualties.
- Providing emergency first aid.
- Supporting Ambulance Service personnel.
- Advising the Incident Commander on medical priorities.
- Assisting with casualty management where requested.

First aid personnel should work within their training and should not undertake procedures beyond their competence.

Ambulance Service Liaison

Upon arrival, the Ambulance Service will assume responsibility for clinical management of casualties.

The Incident Commander or nominated representative should provide:

- The nature of the incident.
- Known casualty numbers.

- Injury patterns.
- Locations of casualties.
- Safe access routes.
- Any continuing hazards.

Thereafter, Regatta officials should support the Ambulance Service as requested.

Air Ambulance

Depending upon the nature of the incident and casualty numbers, an Air Ambulance may be requested by the Ambulance Service.

Should this occur:

- Officials should keep designated landing areas clear.
- Spectators should be moved away.
- Radio communication should be maintained.
- No person should approach the aircraft unless directed by its crew.

Landing sites will be selected by the emergency services according to operational requirements.

Defibrillator (AED)

An Automated External Defibrillator (AED) is available at the venue as identified within the Ross Regatta Safety Plan. The AED should be deployed in accordance with its operating instructions and only when clinically appropriate.

Welfare of Casualties and Witnesses

Following the immediate response, consideration should be given to the welfare of:

- Injured persons.
- Competitors.
- Volunteers.
- Officials.
- Spectators.
- Children and vulnerable individuals.
- Those who have witnessed traumatic events.

Practical support should include reassurance, protection from unnecessary media attention and assistance in contacting family members where appropriate. Formal identification of casualties and notification of next of kin remain the responsibility of the Police.

Transition to Recovery

Once the immediate threat has been neutralised and casualties transferred to the care of the Ambulance Service, the medical response should transition to supporting the wider recovery effort.

This may include:

- Assisting with casualty accounting.
- Recording actions taken.
- Supporting post-incident debriefing.
- Identifying lessons for future events.
- Ensuring the welfare of officials and volunteers involved in the response.

Throughout every stage of the incident, responders should remember that **their own safety is fundamental to the effective delivery of medical care**. An injured responder cannot assist others and may further complicate the emergency response.

13. Emergency Services Liaison

The effective integration of Ross Regatta officials with the emergency services is essential to the successful management of any major incident. Whilst the Organising Committee will lead the initial response during the first few minutes of an incident, responsibility for operational command will transfer to the responding emergency services upon their arrival.

The role of Ross Regatta officials is to support that response by providing accurate information, facilitating access, preserving life where possible and assisting the emergency services in resolving the incident safely.

Initial Notification

Where a terrorist incident or other hostile act is suspected, **999** should be called immediately.

The caller should provide:

- Name and role.
- Confirmation that the incident is at Ross Regatta, Ross-on-Wye.
- Exact location within the venue.
- Nature of the incident.
- Number of casualties (if known).
- Description of any attacker(s).
- Description of any weapons.
- Whether the attacker remains on scene.
- The safest emergency access route.
- A contact telephone number.

If further information becomes available, the emergency services should be updated without delay.

Emergency Access

Maintaining clear emergency access routes is critical throughout the incident.

Officials should:

- Keep designated access routes free from vehicles and pedestrians.
- Position marshals to guide emergency vehicles where safe to do so.
- Prevent unnecessary congestion.
- Ensure gates or barriers are opened where required.
- Direct emergency services to the Incident Commander upon arrival.

The emergency access arrangements identified within the Ross Regatta Safety Plan shall remain in force throughout the incident.

Arrival of the Police

The Police will normally be the first agency to assume operational command during a confirmed terrorist or hostile incident.

On arrival, the Incident Commander should:

- Identify themselves.
- State their role within the Regatta.
- Confirm that they have been acting as Incident Commander.
- Provide a concise situation report.
- Identify known hazards.
- Advise of casualty locations.
- Confirm emergency access routes.
- Provide site plans or event documentation if requested.

Following this handover, Ross Regatta officials shall support the Police and comply with all lawful directions.

Information to be Provided

The Incident Commander should be prepared to provide:

- Nature of the incident.
- Time the incident began.
- Current location of the threat.
- Description of attacker(s), if known.
- Weapons reported.
- Estimated casualty numbers.
- Areas evacuated.
- Areas currently sheltered.
- Known hazards.
- Status of racing activities.
- Contact details for key event personnel.

Where information is uncertain, this should be stated clearly rather than guessed.

Ambulance Service

Once on scene, the Ambulance Service will assume responsibility for the clinical management of casualties.

Officials should assist by providing:

- Casualty locations.
- Safe access routes.
- Numbers of injured persons where known.
- Details of any first aid already provided.
- Locations suitable for casualty clearing if requested.

Regatta first aid personnel should work under the direction of the Ambulance Service once it has assumed control.

Fire and Rescue Service

Although not every hostile incident will require Fire and Rescue attendance, they may be required where there is:

- Fire.
- Structural damage.
- Hazardous materials.
- Entrapped casualties.
- Technical rescue requirements.

Officials should ensure access routes remain available and provide any relevant information regarding hazards or utilities where known.

Supporting the Emergency Services

Throughout the incident, officials may be asked to assist by:

- Guiding responders around the venue.
- Identifying key locations.
- Explaining the site layout.
- Assisting with crowd management.
- Providing information regarding missing persons.
- Supporting welfare arrangements.
- Supplying event documentation.

Officials should remain within the limits of their competence and avoid undertaking tasks for which they have not been trained.

Preservation of Evidence

Following a hostile incident, the venue may become a crime scene.

Officials should:

- Avoid disturbing the scene unless necessary to preserve life.
- Prevent unnecessary access where safe to do so.
- Leave items where they are found.
- Record significant observations as soon as practicable.
- Cooperate fully with Police investigators.

The preservation of evidence is important for both criminal investigation and any subsequent public inquiry. However, this must never delay or prevent immediate lifesaving action.

Multi-Agency Working

Ross Regatta recognises that an effective response relies upon close cooperation between:

- West Mercia Police.
- Hereford & Worcester Fire and Rescue Service.
- West Midlands Ambulance Service.
- Local Authority partners.
- British Rowing representatives where appropriate.

Event officials should support this multi-agency approach by maintaining clear communication, sharing accurate information and responding promptly to requests from the emergency services.

Transition to Recovery

Once the immediate threat has been resolved, the Police will determine when responsibility can begin to transition from the emergency response to the recovery phase.

Until formally released by the emergency services, the venue should be regarded as remaining under their operational control. Ross Regatta officials should continue to provide assistance as required, recognising that recovery, investigation and reassurance of those affected may continue long after the immediate incident has concluded.

14. Roles and Responsibilities

The successful management of any hostile incident depends upon every individual understanding their role before an emergency occurs. While the Incident Commander provides overall leadership, the effective implementation of this plan relies upon coordinated action by officials, volunteers, competitors and supporting organisations.

No person involved in the Ross Regatta is expected to place themselves at unnecessary risk. The responsibilities described within this section are intended to support the preservation of life until the emergency services assume operational command.

Organising Committee

The Organising Committee has overall responsibility for ensuring that appropriate and proportionate protective security arrangements are in place before the event takes place.

Its responsibilities include:

- Approving this Protective Security and Terrorism Response Plan.
- Ensuring appropriate emergency procedures are established.
- Providing suitable briefings to officials and volunteers.
- Reviewing lessons identified from previous events.
- Liaising with relevant partner agencies where appropriate.
- Supporting the Incident Commander during any emergency.

Incident Commander

The Incident Commander has overall responsibility for coordinating the initial response to a hostile incident until command transfers to the emergency services.

Responsibilities include:

- Assessing the situation.
- Activating this Plan.
- Directing evacuation or invacuation as appropriate.
- Ensuring the emergency services have been contacted.
- Coordinating officials and volunteers.
- Maintaining situational awareness.
- Liaising with responding emergency services.
- Supporting the transition to recovery.

All decisions should be guided by the overriding principle of preserving life.

Regatta Secretary

The Regatta Secretary supports the Incident Commander and assumes command should the Incident Commander become unavailable.

Responsibilities include:

- Supporting communication throughout the incident.
- Assisting with coordination of officials.
- Maintaining key records where practicable.
- Supporting liaison with external agencies.
- Assisting with post-incident administration and recovery.

Safety Advisor

The Safety Advisor provides specialist advice regarding public safety and operational risk.

Responsibilities include:

- Advising on protective measures.
- Monitoring the evolving situation.
- Assessing emerging hazards.
- Supporting decisions regarding evacuation or shelter.
- Coordinating with first aid personnel.
- Assisting emergency services with local knowledge.

Race Officials and Umpires

Race Officials remain responsible for the safe conduct of racing until competition is suspended.

Their responsibilities include:

- Stopping racing immediately when necessary.
- Preventing further crews from launching.
- Directing competitors away from danger.
- Coordinating with safety boat crews.
- Maintaining communication with Race Control.
- Following instructions issued by the Incident Commander.

Marshals

Marshals provide essential support across the Regatta site and are often the first officials to become aware of developing problems.

Responsibilities include:

- Remaining vigilant throughout the event.
- Reporting suspicious behaviour immediately.
- Warning people of immediate danger.
- Assisting evacuation or invacuation where safe.
- Keeping emergency access routes clear.
- Providing information to the Incident Commander.
- Supporting emergency services following their arrival.

Marshals are **not** expected to physically intervene against an attacker.

Safety Boat Crews

Safety boat crews have responsibility for supporting competitors on the river.

Responsibilities include:

- Monitoring crews on the water.
- Coordinating with Race Officials.
- Recovering competitors where safe.

- Assisting evacuation from the river where appropriate.
- Providing information regarding river conditions.
- Supporting emergency services if requested.

Safety boat crews should continually assess whether remaining on the water or bringing competitors ashore presents the lower risk.

First Aid Personnel

First aid personnel are responsible for providing emergency medical care within the limits of their competence.

Responsibilities include:

- Providing immediate first aid where safe.
- Advising the Incident Commander regarding casualty priorities.
- Supporting Ambulance Service personnel.
- Recording treatment provided where practicable.
- Maintaining personal safety at all times.

Volunteers

Every volunteer contributes to the overall safety of the Regatta.

Volunteers should:

- Attend the event briefing.
- Understand their role.
- Remain vigilant.
- Report concerns promptly.
- Follow instructions from senior officials.
- Assist members of the public where safe.
- Avoid unnecessary risks.

Volunteers are not expected to undertake security or law enforcement functions.

Competitors

Competitors also have responsibilities during an emergency.

They should:

- Follow instructions from officials.
- Leave the area or shelter when directed.
- Avoid returning to collect equipment unless authorised.
- Report hazards or suspicious behaviour.
- Assist others where it is safe to do so.

The continuation of racing is always secondary to public safety.

Spectators and Visitors

Members of the public should:

- Follow instructions issued by officials or emergency services.
- Move promptly when directed.
- Avoid obstructing emergency access.
- Report suspicious activity.
- Refrain from spreading rumours or misinformation.

Emergency Services

Once on scene, responsibility transfers to the responding emergency services.

Ross Regatta officials will:

- Cooperate fully with Police, Fire and Ambulance personnel.
- Provide local knowledge and site information.
- Support casualty management where requested.
- Assist with crowd management if safe.
- Comply with all lawful instructions.

Individual Responsibility

Regardless of role, everyone attending the Ross Regatta shares responsibility for contributing to a safe environment.

Every individual should:

- Remain alert to suspicious behaviour.
- Report concerns immediately.
- Follow emergency procedures.
- Prioritise personal safety.
- Assist others only where it is safe to do so.

The effectiveness of this plan depends not solely upon written procedures, but upon informed individuals making calm, proportionate and timely decisions. By understanding their respective responsibilities and working together, officials, volunteers and competitors will be better prepared to respond effectively should a hostile incident occur.

15. Recovery

The conclusion of the immediate emergency response does not mark the end of the incident. Following any terrorist incident or deliberate hostile act, Ross Regatta will enter a structured recovery phase aimed at supporting those affected, assisting the emergency services, preserving evidence and determining whether any aspect of the event can safely continue.

The priorities during recovery remain the welfare of people, the integrity of the investigation and the orderly restoration of normal activities where appropriate.

Recovery Objectives

The objectives of the recovery phase are to:

- Support the emergency services and investigating authorities.
- Safeguard the welfare of competitors, spectators, volunteers and officials.
- Preserve evidence and protect the integrity of the scene.
- Account for personnel where practicable.
- Communicate accurately with stakeholders.
- Capture lessons identified.
- Support the return to normal operations where appropriate.

Recovery may continue for hours, days or longer depending upon the nature of the incident.

Continued Cooperation with Emergency Services

Following the resolution of the immediate threat, the venue may remain under the control of **West Mercia Police** whilst investigations continue.

During this period, officials should:

- Comply with all instructions issued by the Police.
- Assist investigators where requested.
- Provide documentation if required.
- Identify witnesses where practicable.
- Avoid entering restricted areas.
- Ensure volunteers understand that the venue may constitute a crime scene.

The decision to reopen any part of the venue rests with the Police and other relevant authorities.

Welfare of Those Affected

A hostile incident may have significant emotional and psychological effects on those involved, regardless of whether they have suffered physical injury.

Particular consideration should be given to:

- Casualties.
- Witnesses.
- Children and young people.
- Volunteers.
- Officials.
- First aid personnel.
- Safety boat crews.

- Individuals directly involved in the response.

Where appropriate, individuals should be encouraged to seek support from their employer, educational establishment, healthcare provider or other appropriate welfare services.

Communication Following the Incident

Following a major incident, there will often be significant public and media interest.

The Organising Committee should ensure that:

- Information released is accurate.
- Speculation is avoided.
- Personal details of casualties are not disclosed.
- Police advice regarding media communication is followed.
- Volunteers refrain from commenting publicly on operational matters.

Any official statements should be coordinated with the Police where appropriate.

Event Continuation or Cancellation

Following consultation with the emergency services, the Incident Commander and Organising Committee shall determine whether:

- The event can safely continue.
- Competition should be suspended temporarily.
- The Regatta should be abandoned.
- The venue should remain closed.

This decision should take account of:

- Public safety.
- Police advice.
- The condition of the venue.
- Welfare of participants and volunteers.
- Operational practicality.

Where there is any doubt regarding safety, the event should not continue.

Preservation of Records

Following the incident, relevant documentation should be retained.

This may include:

- Incident logs.
- Radio records where available.
- Written notes.
- Photographs taken for operational purposes.

- Risk assessments.
- Safety documentation.
- Witness contact details.
- Decisions made during the response.

These records may assist subsequent investigations, insurance matters or future reviews.

Debrief

As soon as reasonably practicable following the incident, the Organising Committee should conduct a structured debrief.

The debrief should consider:

- What happened.
- What worked well.
- Difficulties encountered.
- Communications.
- Decision-making.
- Coordination with emergency services.
- Welfare arrangements.
- Opportunities for improvement.

Officials should be encouraged to contribute openly in order to support organisational learning rather than attribute blame.

Lessons Identified

Following the debrief, the Organising Committee should:

- Review this Protective Security and Terrorism Response Plan.
- Amend procedures where appropriate.
- Update associated risk assessments.
- Incorporate lessons into future event planning.
- Share relevant learning with British Rowing where appropriate.

Continuous improvement is a key element of effective emergency preparedness.

Return to Normal Operations

The return to normal operations should only take place when:

- The emergency services have concluded their operational activity.
- The venue has been declared safe.
- Any necessary repairs or remediation have been completed.
- The Organising Committee is satisfied that the event can be conducted safely.

If these conditions cannot be met, cancellation or postponement should be considered.

Commitment to Continuous Improvement

Ross Rowing Club recognises that protective security is an ongoing process rather than a single document or exercise. This Plan will be reviewed regularly, informed by changes in national guidance, legislative requirements, local risk assessments and lessons identified from exercises or real incidents.

By maintaining a culture of preparedness, vigilance and continuous improvement, the Organising Committee seeks to ensure that Ross Regatta remains a safe and resilient event for competitors, volunteers, spectators and the wider community.

16. Training, Briefing and Exercising

The effectiveness of this Protective Security and Terrorism Response Plan depends upon the knowledge, confidence and preparedness of those responsible for implementing it. Written procedures alone cannot ensure an effective response. Officials, volunteers and key personnel must understand their responsibilities and be capable of making calm, timely and proportionate decisions under pressure.

Ross Rowing Club is committed to maintaining an appropriate level of preparedness through briefing, familiarisation, training and periodic review.

Training Objectives

The objectives of training are to ensure that those involved in delivering the Ross Regatta are able to:

- Recognise suspicious behaviour and hostile reconnaissance.
- Understand the principles of protective security.
- Know how to raise the alarm.
- Apply the principles of **RUN – HIDE – TELL**.
- Understand evacuation and invacuation procedures.
- Use communication systems effectively.
- Understand their individual responsibilities.
- Support the emergency services during an incident.

Training should be proportionate to the size and nature of the event and the responsibilities of individual officials.

Pre-Event Briefing

Before the commencement of each Regatta, all officials and volunteers should receive a safety briefing covering:

- The command structure.
- Emergency contact arrangements.
- Radio procedures.

- Emergency vehicle access routes.
- Evacuation procedures.
- Invacuation procedures.
- Recognition of suspicious behaviour.
- Procedures for reporting concerns.
- Locations of first aid facilities.
- Welfare arrangements.
- Any changes since previous events.

Attendance at these briefings should be encouraged for all personnel with operational responsibilities.

Familiarisation

Officials should be familiar with:

- The overall site layout.
- Emergency access points.
- Locations of the Club House and Boat House.
- First aid locations.
- Defibrillator (AED) location.
- Public Address facilities.
- Radio channels and communication procedures.
- Potential places of shelter.

Familiarity with the venue enables faster and more effective decision-making during an emergency.

Exercises

Where practicable, the Organising Committee should periodically review emergency procedures through discussion or simple tabletop exercises.

These exercises may include scenarios such as:

- Discovery of a suspicious package.
- Vehicle attack near spectator areas.
- Knife attack.
- Hostile person entering restricted areas.
- Requirement to evacuate the venue.
- Requirement to shelter competitors and spectators.
- Communications failure during an incident.

Exercises should be proportionate and need not be complex. Their purpose is to improve understanding rather than test individuals.

Dynamic Decision-Making

Officials should understand that every incident is different.

Training should reinforce that:

- Procedures provide guidance rather than rigid rules.
- Decisions should be based upon the information available at the time.
- Circumstances may change rapidly.
- Preservation of life remains the overriding priority.

Officials should be encouraged to think critically, communicate effectively and adapt to changing circumstances.

Lessons Identified

Following each Regatta, and particularly following any significant incident or exercise, the Organising Committee should review:

- The effectiveness of existing procedures.
- Communication arrangements.
- Decision-making.
- Roles and responsibilities.
- Any difficulties encountered.
- Recommendations for improvement.

Lessons identified should be incorporated into future revisions of this Plan and other associated event documentation.

Record Keeping

The Organising Committee should retain appropriate records of:

- Safety briefings delivered.
- Training undertaken.
- Exercises conducted.
- Significant lessons identified.
- Revisions to this Plan.

Maintaining these records demonstrates a commitment to continuous improvement and assists future event planning.

Review of this Plan

This Protective Security and Terrorism Response Plan should be reviewed:

- Before each Ross Regatta.
- Following any significant incident.
- Following any major exercise.
- Following changes to legislation or national guidance.
- Where changes are made to the venue or event layout.

The review should ensure that the Plan remains proportionate, accurate and appropriate to the nature of the event.

Creating a Preparedness Culture

Protective security is most effective when it forms part of the wider culture of the organisation rather than being viewed as a standalone document. Ross Rowing Club encourages all officials, volunteers and competitors to adopt a mindset of vigilance, professionalism and shared responsibility.

By remaining observant, reporting concerns promptly and understanding the procedures contained within this Plan, every individual contributes to the safety and resilience of the Ross Regatta. Continuous learning, regular review and effective communication will ensure that the event remains prepared to respond appropriately should a hostile incident ever occur.

17. Review, Approval and Document Control

This Protective Security and Terrorism Response Plan forms part of the Ross Regatta Safety Management System and shall be maintained as a controlled document. It is intended to remain a living document, reflecting current legislation, national guidance, operational experience and changes to the organisation or venue.

The Organising Committee recognises that protective security is an evolving discipline. Threats, best practice and legal requirements may change over time, and this document must therefore be reviewed regularly to ensure it remains effective, proportionate and relevant.

Ownership

The overall responsibility for this document rests with the **Ross Regatta Organising Committee**.

Responsibility for maintaining, reviewing and updating the Plan rests with the **Regatta Organiser / Safety Advisor**, acting on behalf of the Organising Committee.

Any amendments should be approved before being issued for operational use.

Review Schedule

This Plan shall be reviewed:

- Annually, prior to the Ross Regatta.
- Following any terrorist or major security-related incident.

- Following any significant emergency response.
- Following any emergency exercise or tabletop exercise.
- Following changes to relevant legislation.
- Following changes to ProtectUK or Government guidance.
- Following significant alterations to the venue, event layout or operating procedures.
- Where lessons identified indicate that improvements are required.

Where no changes are necessary, the review should still be formally recorded.

Amendment Process

Any proposed amendment should consider:

- Operational effectiveness.
- Practicality.
- Proportionality.
- Compatibility with existing emergency procedures.
- Current national guidance.
- Lessons identified from previous events.

Where substantial amendments are made, officials and volunteers should be briefed on the changes before the next event.

Distribution

The current version of this Plan should be made available to those responsible for delivering the Ross Regatta, including:

- Organising Committee members.
- Race Committee.
- Safety Advisor.
- Regatta Secretary.
- Senior officials.
- Race Umpires.
- Safety Boat Coordinator.
- First Aid Coordinator.
- Key marshals where appropriate.

The document should also be available for inspection by relevant authorities if requested.

Confidentiality

Although much of this document concerns general emergency planning, some sections contain operational information relating to emergency procedures and event management.

Recipients should therefore:

- Store the document securely.

- Avoid unnecessary public distribution.
- Ensure obsolete versions are removed from circulation.
- Report any inaccuracies or omissions to the Regatta Organiser.

Nothing within this document should prevent the sharing of information with the Police, emergency services or other statutory agencies where appropriate.

Relationship with Other Documents

This Plan should always be read alongside the Ross Regatta:

- Safety Plan.
- Emergency Response Plan.
- Risk Assessment.
- Welfare Plan.
- Radio Communication Procedures.
- Event Instructions.
- British Rowing Rules of Racing and RowSafe guidance.

Together, these documents provide an integrated framework for the safe management of the event.

Approval

This document is approved for operational use by the Ross Regatta Organising Committee.

Approval confirms that:

- The procedures contained within this Plan have been considered appropriate and proportionate for the nature of the event.
- Officials understand their responsibilities.
- The Plan forms part of the wider event safety management arrangements.
- The document will be reviewed and updated as necessary.

Approval does **not** imply that all risks can be eliminated. Rather, it demonstrates that reasonable and proportionate measures have been taken to prepare for the possibility of a hostile incident and to support an effective response should one occur.

Statement of Commitment

Ross Rowing Club is committed to providing a safe environment for competitors, volunteers, officials, spectators and members of the public. While the likelihood of a terrorist incident remains low, the consequences could be severe. By adopting a proportionate approach to protective security, maintaining effective emergency procedures and promoting a culture of vigilance and preparedness, the Club seeks to reduce risk and strengthen its ability to respond effectively.

The Organising Committee recognises that successful emergency management depends not solely upon plans and procedures, but upon the professionalism, judgement and commitment of the people responsible for delivering them. Through continual review, training and cooperation with partner agencies, Ross Regatta will continue to develop and improve its resilience against emerging threats.

Appendix A – Emergency Information

Event Location

Ross Rowing Club

Rope Walk
Ross-on-Wye
Herefordshire
HR9 7BU

OS Grid Reference: SO 598 245

What3Words: valued.mildest.mattress

Emergency Services

Emergency Telephone

999

Request:

- Police
- Ambulance
- Fire & Rescue (if required)

Provide:

Ross Rowing Club, Rope Walk, Ross-on-Wye, HR9 7BU

State:

- Nature of incident
 - Number of casualties
 - Any weapons seen
 - Whether attacker(s) remain on scene
 - Best emergency access route
-

Emergency Vehicle Access

Primary Access

Club House

Ross Rowing Club

HR9 7BU

Secondary Access

Homs Road Car Park

HR9 7DE

A Regatta Official will meet responding emergency services and escort them directly to the incident.

Nearest Major Trauma / Accident & Emergency

Hereford County Hospital

Stonebow Road

Hereford

HR1 2ER

Telephone: **01432 355444**

Approximate travel time:

30 minutes (normal traffic)

On-site Medical Provision

During racing hours the Regatta provides:

- Two qualified First Aiders
- Oxygen

- Automated External Defibrillator (AED)
- Advanced First Aid Equipment

Location:

Towpath between the Club House and Control Commission.

Additional AED:

Mounted on the front wall of the Boat House.

Incident Command

Incident Commander

Tim Davies

Regatta Organiser

Safety Advisor

07785 246721

Deputy Incident Commander

Elisabeth Angier

Regatta Secretary

07808 922053

Police Liaison

West Mercia Police

Emergency: **999**

Pre-event liaison undertaken through the Herefordshire Safety Advisory Group and established police contacts.

Useful Information for the Emergency Services

The Incident Commander should be prepared to provide:

- Approximate number of people on site
- Number of casualties
- Type of injuries
- Exact incident location
- Description of suspect(s)
- Weapons observed
- Whether incident is ongoing
- Whether evacuation has commenced
- Which access route is clear
- Rendezvous Point (RVP)

Appendix B – Quick Reference Action Card (Hostile Incident)

This Action Card is intended as a rapid reference for officials during the initial stages of a hostile incident. It does **not** replace the procedures contained within this Plan.

If You Suspect a Hostile Incident

1. ACT IMMEDIATELY

Do not wait for confirmation.

If something appears to present an immediate threat to life:

- Raise the alarm.
 - Warn those nearby.
 - Contact Control.
 - Dial **999**.
-

2. RUN – HIDE – TELL

RUN

If a safe route exists:

- Leave immediately.
 - Encourage others to follow.
 - Leave belongings behind.
 - Keep moving away from danger.
-

HIDE

If escape is not possible:

- Enter the nearest safe building.
 - Lock or barricade doors.
 - Keep away from windows.
 - Silence mobile phones.
 - Remain quiet.
-

TELL

Call **999** when safe.

Tell the operator:

- Ross Regatta, Ross-on-Wye
 - Your location
 - Nature of incident
 - Number of attackers
 - Weapons seen
 - Number of casualties (if known)
 - Direction attacker is travelling
-

Radio Message

"Control from [Location]. Immediate assistance required. Suspected hostile incident. Police and Ambulance required."

Keep messages:

- Short
 - Clear
 - Factual
-

Your Priorities

1. Protect yourself.
 2. Protect others where safe.
 3. Raise the alarm.
 4. Contact emergency services.
 5. Follow Incident Commander instructions.
-

Never

-  Confront an attacker.
 -  Chase a suspect.
 -  Touch suspicious packages.
 -  Spread rumours.
 -  Return to collect belongings.
-

If You Find a Suspicious Package

- Do **NOT** touch it.
 - Move people away.
 - Inform Control immediately.
 - Dial **999**.
 - Preserve the area.
-

Remember

Life before property.

Equipment can be replaced.

People cannot.

Police Arrival

Expect Armed Police.

- Keep hands visible.
 - Follow instructions immediately.
 - Do not run towards officers.
 - Do not make sudden movements.
-

Incident Commander Checklist

- ☐ Stop racing.
 - ☐ Raise the alarm.
 - ☐ Call 999.
 - ☐ Assess RUN or HIDE.
 - ☐ Activate this Plan.
 - ☐ Maintain communications.
 - ☐ Liaise with Police.
 - ☐ Support emergency services.
-

Remember

Protect Life.

Everything else is secondary.

Ross Regatta Committee 2026