Security & Crisis Management

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Security

• What is it and why do we need it in shopping centres?
• How can we provide it?
• Limitations of private security
• Recruiting and training security personnel
• Security challenges

• Crisis Management

• What is a crisis?
• Major Incidents
• Consequences
• Major Incident Management Plan
• Terrorism
What is it?

“Security - a sense of safety and freedom from care, and protection against the threat of danger or loss”
Why do we need it?

• Safety of people
• Protection of property
• Deterrent to criminal activity
• Intelligence / evidence gathering and preserving
• Enforcement of centre regulations
• Insurance / Health & Safety – reduce risk
• Major incident response
• Customer service
What criminal activity might we encounter in a shopping centre?

- Public order offences
  - Fighting
  - Violence to shop staff
  - Drink related
- Illegal street trading
- Vandalism
- Theft / Vehicle theft
- Terrorism
Factors influencing the security requirement:

- Location of the centre / catchment area profile
- Nature and design of the centre
- Tenant mix
- Facilities e.g. car park
- Activities and events
- Trading / operating hours
- Extent of funding

Assessment of perceived risks
How can we provide it?

• Built environment
• Physical installations
  • CCTV
  • Alarms
  • Access control
How can we provide it?

- Built environment
- Physical installations
- Technology
- Procedures and training
- External relationships
- Security personnel / patrols
Security Personnel

- In-house or out-source
- Level and scheduling of resource
- Assignment instructions
  - Security manual
  - Standing orders
- Occupier interaction
  - Defined responsibilities
  - Clear communication of role
- Public relations /Image
Image – Uniform Style
Limitations of Private Security

• Legal Issues
  • Criminal/Civil law
  • Stop and search
  • Detention / False imprisonment
  • Use of force

• Statutory requirements
  • CCTV / Data protection
  • Licensing
Recruiting Security Personnel

• Understand the role required
• Create person specification
• Establish rewards package
• Recruit the right calibre
• Background checks
• Training
  • Prior to starting
  • On the job training
Security Training:

• Customer service
• Legal awareness
• Conflict management
• Health & safety
• Security systems & procedures
• First aid
• Major incident
Security Equipment

• Personal equipment / protection
  • Identification
  • Uniform
  • Log book
  • Radio
  • Body Worn Video Cameras (BWV)

• Personal safety equipment

• Mobility

• Health & safety / First aid
Operating in a challenging environment

- Consumers are ever more demanding
- Occupiers are ever more demanding
- Costs are under pressure
- Security needs to add real value
- New threats and risks appear creating additional challenges
Additional Challenges

• Centre openings
• Major events
• Escalator safety
• Flash mobs
Trinity Leeds, UK – March 2013

Whiteley, Fareham, UK – May 2013
Gunwharf Quays, Portsmouth, UK – Fireworks Display Oct 2013
• West 12, Shopping Centre, UK
Crowd Control

• Centre Openings
• Major Events
• Health & Safety
• Flash Mobs

Get it wrong ...........and you could have a Crisis!
Agenda

• Definitions
• Major incidents
• Practical exercise
• Consequences of a major incident
• Major Incident Management (MIM) Plan
• Terrorism
What is a crisis?

“A time of intense difficulty or danger”

What is crisis management?

“The process by which a business or other organisation deals with a sudden emergency situation or major incident”
Natural Disasters

• Flood

• Earthquake

• Other weather related incidents e.g.
  • Tornado
  • Hurricane
  • Mud slide
  • Snow
Modi'in-Maccabim-Re'ut, Israel – Jan 2013

- Flash flooding
- Water levels reached 40cms on lower level
- Previously work had been carried out to raise the pavements, but the flood defence measure failed to hold back the deluge.
Operational Incidents

• Fire
• Explosion
• Gas leak
• Impact
• Structural failure
• Power loss / loss of other services
Fire

Chiller unit fire on a centre roof
Fire - Arson

May 2014 a man sprayed petrol on the window of the Diesel Store in Cavendish Square Mall, Capetown and set it alight. The Mall had to be evacuated for several hours.
Fire

Contractor Vehicle Fire
Fire

Contractor Vehicle Fire
Operational Incident

Structural Failure

Orient Shopping Centre, Shanghai
26th Dec 2012
Operational Incidents

• Could be caused by:
  • Accident
  • Unknown third party
  • Poor maintenance or workmanship

• May or may not be caused deliberately

Why does this matter?
Criminal Incidents

• Aggravated theft or robbery
• Abduction
• Riot or public disorder
• Suicide
• Suspect IED / bomb threat
• Terrorism
Aggravated Theft

Brent Cross, London, UK

Nov 2012
Attempted Abduction

The Curve, Malaysia

2012
Riots and Looting
Suicides

June 2012 – 33 year old male jumps from third floor of Bullring, Birmingham

May 2013 – middle aged man jumps from mall at Buchanan Galleries, Scotland
Suicides

Chinese man commits suicide after arguing with partner and plummets 7 floors to his death in Golden Eagle International Shopping Mall, Xuzhou, China – December 2013
Suicides
Terrorism

• Threats
  • Telephone
  • Social media
  • Local press

• Suspected device

• Actual incident
Other Incidents

• External threat
  • Adjacent premises
  • Airborne hazard

• Health hazard

• Demonstrations / protests / strikes

• Transport infrastructure incidents

• Over crowding e.g. flash mob
Flash Mob - A Westfield Shopping Mall, The Roseville Galleria in California evacuated after 5000 people turned up as part of a flash mob

- The sheer numbers caused the floors to shake
- Invite sent out via social networking sites
- Centre unable to cope
- Full scale evacuation took place
Flash Mob

Jan 2014 - Shopping Leblon Mall, Rio de Janeiro – closed as it became the latest target of rolezinho flashmob demonstrators. 6000 participants
Practical Exercise
You are the management team at a shopping centre and there is a fire ……

• What are your immediate priorities?
After the fire is extinguished the rescue services report that three bodies have been found by a fire exit that was chained shut.

• What do you think will be the consequences of this information?
Fire

Villaggio Mall, Doha, Qatar
29th May 2012
Who is potentially affected?

- Customers
- Occupiers
- Employees
- Residents
- Owners / Investors
- News / media
- Local community
- Neighbours
- The wider industry
- Management
How are they potentially affected?

• Customers – Personal inconvenience / death or injury

• Occupiers – Loss of trade / disruption to business

• Employees – Loss of livelihood / death or injury

• Residents – Loss of home and/or possessions / death or injury

• Owners / Investors – Financial loss / costs

Reputational damage
How are they potentially affected?

- News / media – Content!
- Local community – Loss of facilities / disruption
- Neighbours – Loss of business / disruption
- The wider industry – Loss of public confidence / poor perception
- Management – Loss of livelihood / loss of reputation

Possible Prosecution!
South Korea Ferry Disaster – April 2014

459 passengers on board, only 164 rescued!
Word travels fast!
To deal with a Major Incident you need?

A PLAN!

A Major Incident Management Plan (MIMP)

Or

A Business Continuity Plan (BCP)
Why have one?

- To avoid or reduce loss of life and injuries
- Commercial imperative
- Reduce reputational risk
- Legal protection
Four Phases of a Major Incident

- Initial response
- Consolidation phase
- Recovery
- Restoration (investigation)

Ideally your plan should cover all four phases
Preparation of an MIM Plan

Risk audit

- Identify potential emergency scenarios
- Consider their impact and likelihood to occur
- Assess existing mitigation
Risk Audit

*What if?*

- Our electricity or gas supply failed
- Our telephones or I.T. went down
- The roof blew off
- There was a major fire or explosion
- Our staff and retailers could not gain access for days, weeks or even months
Content of an MIM Plan

• Purpose - who it is for / what are its objectives
• Command and control structure
• Roles and responsibilities
• Pre-defined procedures to follow for different scenarios
• Key information - plans / contact details / external liaison
• Media and communication strategies
• Contingency arrangements / business continuity
• Process for training, reviewing and updating
Other Considerations for a MIM Plan

- Identify secondary command location
- Media spokesperson – pre-prepared statements
- Grab bags in strategic locations
- Escalation / notification process
- Staff welfare arrangements
- Establish how additional support can be provided
Command Structure

- **GOLD** Strategic Thinkers
- **SILVER** Tactical Planners and coordinators
- **BRONZE** Operational Doers
Command Structure

- **GOLD** Strategic Thinkers
- Senior Managers
- Strategic decisions and strategic responsibility
- Dealing with stakeholders and the media
- Communicate with and direct **SILVER**
Command Structure

- **SILVER** Tactical Planners and coordinators
- Managers trained and experienced in incident management
- Set up command centre and invoke tactical plans
- Coordinate and direct resources
- Log decisions
- Update **GOLD** and direct **BRONZE**
Command Structure

- **BRONZE**
  - Operational Doers
  - Duty Manager at the scene assuming local control
  - Evaluate risk (dynamic assessment) and establish controls
  - Implement emergency response plans
  - Liaise with emergency services
  - Update and liaise with **SILVER**
What is terrorism?

“The unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population or any other segment thereof, in furtherance of political or social objectives”
What are its objectives?

The purpose of terrorism is to kill and to destroy.

It is premeditated, political, targeted against people and property.

It publicises a cause by creating shocking theatre for public consumption…
"Crowded places, including shopping centres, are likely to feature in the attack plans of terrorist organisations in the future as they are usually locations with limited protective security measures and therefore afford the potential for mass fatalities and casualties."

— The UK National Counter Terrorism Security Office, Dec 2010
Types of attack

- Improvised explosive device (IED)
- Vehicle borne explosive device (VBIED)
- Chemical, biological, radiological (CBR)
- Suicide bomber (PBIED)
- Active Shooter - Firearms attack
IED – Boston – April 2013
FAILED TERRORIST ATTACK – MAY 2008

PBIED – Giraffe Restaurant

• Princesshay, Exeter 2008
Active Shooter

- Westgate Mall, Nairobi  Sept 2013

72 dead, 100’s injured
Deterrents

- High profile security presence
- CCTV / Access control etc.
- Barriers, gates, bollards etc.
- Good housekeeping
- Regular liaison with competent authorities
- Training exercises
- Alert, aware, well trained staff (including retail staff)
Hostile Vehicle Mitigation (HVM)
Be aware of potential hostile reconnaissance, challenge or report suspicious behavior

What characterises suspicious behaviour?

- Capturing video or still images
- Unusually high frequency of visits
- Asking unusual questions
- Interest in / attempting to enter back of house areas
- Something out of the ordinary
Increase Awareness

How would you encourage your Shopping Centre Staff to report suspicious behaviour?

• Reinforce that it is not embarrassing to report and,
• Better to report than not
• Positively encourage the reporting of information
• Recognise those who do
• Create a culture of acceptance to information sharing
• Introduce procedure to accept and pass on information
To sum up, what should we focus on?

• Prevention / Deterrent
• Raising awareness
• Intelligence & information gathering
• Communication & information sharing
• Hope for the best but *plan and train* for the worst!

Example - Operation Fairway, UK
Major Incident Priorities:

- Protection of any persons potentially affected
- Protection of property and assets
- Minimising reputational damage / positive PR
- Recording all facts and decisions
- Return to business as usual as soon as possible
- Evaluate incident and response
- Learn the lessons / update your MIM Plan / train & rehearse
Class Evaluation:

Please remember to complete the class evaluation by using your smartphone or tablet.

Class Evaluations Link:

survey.icsc.org/2014ERPS