



ICSC European Retail Property School

Security & Crisis Management

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AGENDA

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



SECURITY

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What is it?

“Security - a sense of safety and freedom from care, and protection against the threat of danger or loss”



SECURITY

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



SECURITY

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



SECURITY

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



SECURITY

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How can we provide it?

- Built environment
- Physical installations
 - CCTV
 - Alarms
 - Access control





SECURITY

How can we provide it?

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





SECURITY

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



SECURITY

Image – Uniform Style





SECURITY

Limitations of Private Security

- Legal Issues
 - Criminal/Civil law
 - Stop and search
 - Detention / False imprisonment
 - Use of force
- Statutory requirements
 - CCTV / Data protection
 - Licensing



SECURITY

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

Security Training:

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





SECURITY

Security Equipment

- Personal equipment / protection
 - Identification
 - Uniform
 - Log book
 - Radio
 - Body Worn Video Cameras (BWV)
- Personal safety equipment
- Mobility
- Health & safety / First aid





SECURITY

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



SECURITY

Additional Challenges

- Centre openings
- Major events
- Escalator safety
- Flash mobs



CENTRE OPENINGS

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Trinity Leeds, UK – March 2013



Whiteley, Fareham, UK – May 2013



MAJOR EVENTS



Rhianna at Westfield Stratford, UK,- December 2012



MAJOR EVENTS



Gunwharf Quays, Portsmouth, UK – Fireworks Display Oct 2013



ESCALATOR SAFETY



© Anita Maric/newsteam - NTI



ESCALATOR SAFETY

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- West 12, Shopping Centre, UK





FLASH MOBS





SECURITY

Crowd Control

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



Get it wrongand you could have a **Crisis!**



CRISIS MANAGEMENT

Agenda

- Definitions
- Major incidents
- Practical exercise
- Consequences of a major incident
- Major Incident Management (MIM) Plan
- Terrorism



CRISIS MANAGEMENT

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”



CRISIS MANAGEMENT

Natural Disasters

- Flood
- Earthquake
- Other weather related incidents e.g.
 - Tornado
 - Hurricane
 - Mud slide
 - Snow



FLOOD

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.





CRISIS MANAGEMENT

Operational Incidents

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



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Fire

Chiller unit fire on a centre roof





CRISIS MANAGEMENT

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





CRISIS MANAGEMENT

Fire

Contractor Vehicle Fire



CRISIS MANAGEMENT

Fire

Contractor Vehicle Fire





CRISIS MANAGEMENT

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Structural Failure

Orient Shopping Centre, Shanghai
26th Dec 2012





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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?



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Criminal Incidents

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



CRISIS MANAGEMENT

Aggravated Theft

Brent Cross, London, UK
Nov 2012

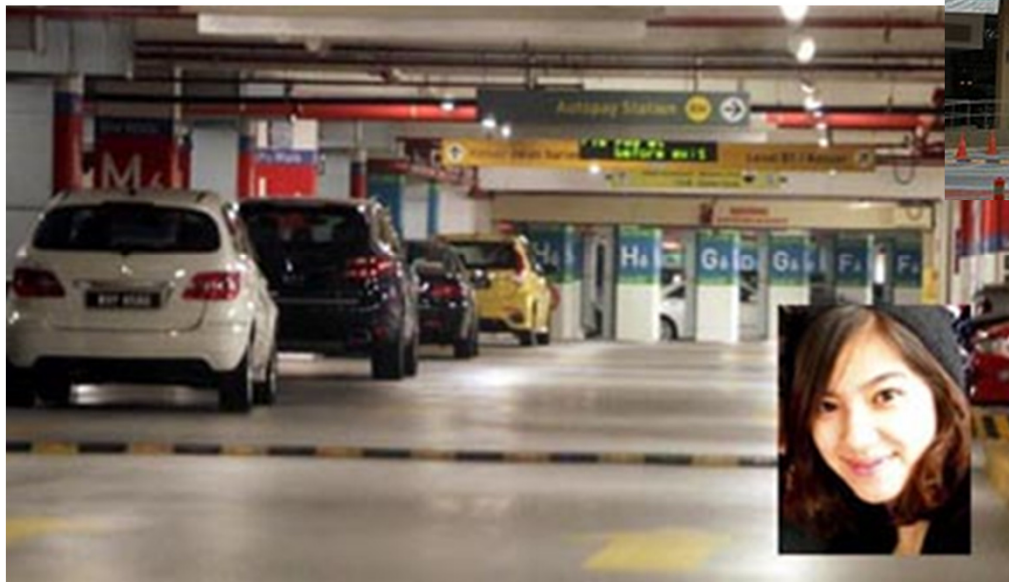




CRISIS MANAGEMENT

Attempted Abduction

The Curve, Malaysia
2012





CRISIS MANAGEMENT

Riots and Looting





CRISIS MANAGEMENT

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



CRISIS MANAGEMENT

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





CRISIS MANAGEMENT

Suicides





CRISIS MANAGEMENT

Terrorism

- Threats
 - Telephone
 - Social media
 - Local press
- Suspected device
- Actual incident



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Other Incidents

- External threat
 - Adjacent premises
 - Airborne hazard
- Health hazard
- Demonstrations / protests / strikes
- Transport infrastructure incidents
- Over crowding e.g. flash mob



CRISIS MANAGEMENT

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





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Flash Mob

Jan 2014 - Shopping Leblon Mall, Rio de Janeiro – closed as it became the latest target of rolezinho flashmob demonstrators. 6000 participants





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Practical Exercise



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You are the management team at a shopping centre and there is a fire

- What are your immediate priorities?



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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?



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Fire

Villaggio Mall, Doha, Qatar
29th May 2012





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Who is potentially affected?

- Customers
- Occupiers
- Employees
- Residents
- Owners / Investors
- News / media
- Local community
- Neighbours
- The wider industry
- Management



CRISIS 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



CRISIS MANAGEMENT

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!



CRISIS MANAGEMENT

South Korea Ferry Disaster – April 2014



459 passengers on board,
only 164 rescued!





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**Word travels
fast!**



twitter





CRISIS MANAGEMENT

To deal with a Major Incident you need?

A PLAN!

A Major Incident Management Plan (MIMP)

Or

A Business Continuity Plan (BCP)



CRISIS MANAGEMENT

Why have one?

- To avoid or reduce loss of life and injuries
- Commercial imperative
- Reduce reputational risk
- Legal protection



CRISIS MANAGEMENT

Four Phases of a Major Incident

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

Ideally your plan should cover all four phases



CRISIS MANAGEMENT

Preparation of an MIM Plan

Risk audit

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



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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



CRISIS MANAGEMENT

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



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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



CRISIS MANAGEMENT

Command Structure

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



CRISIS MANAGEMENT

Command Structure

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



CRISIS MANAGEMENT

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**



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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



TERRORISM





TERRORISM

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”



TERRORISM

What are it's 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...



TERRORISM

"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*





TERRORISM

Types of attack

- Improvised explosive device (IED)
- Vehicle borne explosive device (VBIED)
- Chemical, biological, radiological (CBR)
- Suicide bomber (PBIED)
- Active Shooter - Firearms attack





TERRORISM

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IED – Boston – April 2013



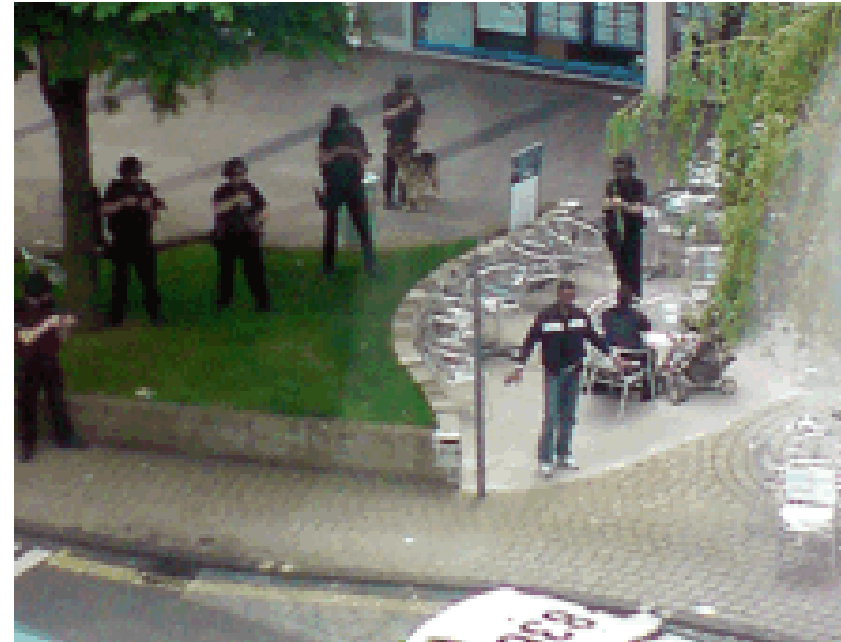


TERRORISM



PBIED – Giraffe Restaurant

- Princesshay, Exeter 2008





TERRORISM

Active Shooter

- Westgate Mall, Nairobi Sept 2013
- 72 dead, 100's injured



© Jennifer Huxta / Barcroft Media





TERRORISM

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)



TERRORISM

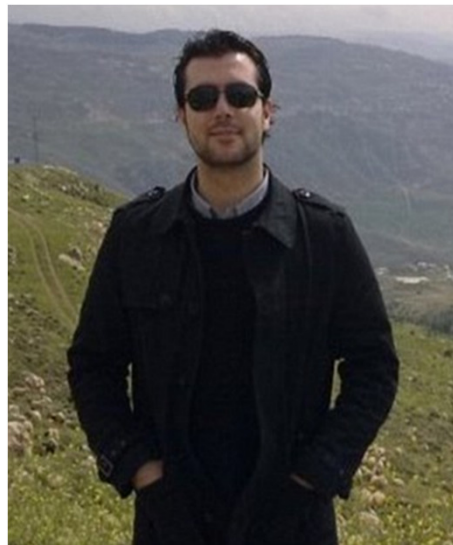
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Hostile Vehicle Mitigation (HVM)





TERRORISM





TERRORISM

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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



TERRORISM

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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



TERRORISM

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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



CRISIS MANAGEMENT

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



SECURITY & CRISIS MANAGEMENT

Class Evaluation:

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

Class Evaluations Link:

survey.icsc.org/2014ERPS

ICSC John T. Riordan School
for Retail Real Estate Professionals
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John T. Riordan School for Retail Real Estate Professionals
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SESSION:

INSTRUCTOR(S):

Please rate the following by circling the appropriate number.

SESSION:	Excellent				Poor
1. Satisfaction with the program overall.	5	4	3	2	1
2. Session increased my knowledge.	5	4	3	2	1
3. Content was timely and relevant.	5	4	3	2	1
4. Session and materials were organized.	5	4	3	2	1

INSTRUCTOR(S):

INSTRUCTOR(S):	Excellent				Poor
1. Satisfaction with the instructor overall.	5	4	3	2	1
2. Instructor demonstrated a strong command of the information.	5	4	3	2	1
3. Instructor was enthusiastic, professional and kept me engaged in the learning.	5	4	3	2	1
4. Instructor provided practical and relevant examples?	4	3	2	1	

COMMENTS:

1. What issues, challenges or trends are you dealing with now that could be recommended for future education sessions?

2. What is the most valuable takeaway you gained from the session?

3. What enhancement would you recommend for the session?

4. Additional comments?

