

SCENTRE GROUP

28th March 2018

The Community Development
and Justice Standing Committee
Parliament House
4 Harvest Terrace
West Perth WA 6005

For: Mr P.A. Katsambanis, MLA
Chairman

By email: lacdjsc@parliament.wa.gov.au

Dear Mr Katsambanis

Submission regarding inquiry into the protection of crowded places in Western Australia (Inquiry)

We refer to your letter dated 15 February 2018, requesting Scentre Group to make a submission to the Inquiry. Thank you for granting Scentre Group the opportunity to make this submission.

Background to Scentre Group

Scentre Group was created on 30 June 2014, and is the owner and operator of Westfield shopping centres in Australia and New Zealand (**Centres**).

Scentre Group has one of Australia's largest shopping centre portfolios with 39 Centres in Australia and New Zealand. The portfolio is currently valued at \$51 billion with approximately 11,600 retailers and over 3.6 million square metres of retail space. There are over 530 million visits to our Centres per annum.

In Western Australia, Scentre Group owns and operates three Centres located at Carousel, Whitford City and Innaloo. These three Centres combined have approximately 760 retailers with over 25 million shopping visits per annum. All three Centres have undergone or will soon undergo substantial redevelopment.

My background

I am the Global Director of Security for Scentre Group and Westfield Corporation (a separate listed entity which operates Centres in the US, UK & Europe).

I joined Westfield Group (the predecessor of Scentre Group and Westfield Corporation) in October 2013 as Global Director of Security. This was a new role created in response to the increasing threat from terrorism, a phenomenon that was becoming increasingly global in terms of reach and impact.

In my role I am responsible for all security related matters at Scentre Group/Westfield including (but not limited to) all physical, people and digital/cyber security issues. I am a full member of Scentre Group's

Executive Committee and I brief both the Board Audit & Risk Committee and the main Board on security matters.

Prior to my role with Scentre Group/Westfield, my substantive career was with the Metropolitan Police (Scotland Yard) in London. I spent 30 years with that Force retiring in November 2011 at the rank of acting Deputy Commissioner. My last position was as the United Kingdom's most senior counter terrorism officer. The role included responsibility for the protection of Heathrow Airport, the Houses of Parliament, the Royal Palaces and the personal protection of the Royal Family and senior government ministers.

I was the senior advisor to the UK Home Secretary and Prime Minister (**PM**) on all law enforcement related terrorist issues. I was an attendee at the National Security Council chaired by the PM as well as the being the senior law enforcement representative at the government's crisis management committee often known as COBRA. I led numerous counter terrorism operations including the UK's capability uplift response following the terrorist attacks in Mumbai by Lashkar-e-Taiba in November 2008.

Scentre Group/Westfield approach

Scentre Group's security strategy is based upon 'people protecting people', and is underpinned by a rigorous analysis of the threats posed to the business at a global, regional and local level.

This strategy provides a basis to evaluate the risks posed to our business and assess the appropriate response required. This 'whole of business' approach, underpinned by intelligence and analysis, ensures that security is a key consideration in all decision making by the business.

Operational delivery

Scentre Group's operational response mirrors the widely accepted and implemented United Kingdom Counter Terrorism Strategy (CONTEST). This strategy is based around the principles known as the Four 'Ps':

1. **Prevent** – identify the threat;
2. **Protect** – respond and react;
3. **Prepare** – recover and learn; and
4. **Pursue** – detect incidents and recover best evidence.

At our Centres, the day-to-day security operations are managed by the Centre Manager, who is supported by a risk and security manager (RSM). Our Centre Managers and RSMs are trained and experienced in all security and risk operations at a centre level.

Scentre Group operates an outsourced model in terms of the guarding provision. This model is widely accepted and implemented in the Australian shopping centre industry. Scentre Group strictly monitors its contracts with security contractors to ensure quality of service delivery and compliance with the legal and regulatory framework. The contracts are retendered every three years or on a needs basis.

In addition to the 'people' side of security, we have developed and operate a sophisticated technology strategy. This involves the use of the latest CCTV and access control technology which provides extensive coverage of both the public side of our Centres as well as the back-of-house. We are continually researching emerging technology and will be looking to incorporate such elements when it is appropriate to do so.

The physical security of our Centres is a further and crucial factor in delivering an effective security strategy. Security requirements are always considered carefully at design and construction stages of our Centres. Due to recent and anticipated redevelopment at our WA Centres Scentre Group has had the opportunity to review and build in new security measures (both physical and technical) to these

Centres to future-proof the same from a safety and security perspective. The recently issued guidance on protecting crowded places (discussed below) has provided a further opportunity to review the measures that we have in place against this new benchmark.

Scentre Group invests heavily in training to ensure that we are prepared and practiced in the response to any emergency, but in particular to a terrorist incident. Familiarisation around command and control and other critical factors such as Centre lay-out and the like are critical in terms of responding to and dealing with emergencies. This training, often delivered by external providers, includes tool-box sessions with all staff and security contractors, desk top exercises with law enforcement and other emergency services, and 'live exercises' where our Centres are used out of hours by emergency services to practise their response regimes.

Oversight and supervision of our security response is provided on a national basis by me and a small team of senior managers. Scentre Group has internal and independent audit capability which is engaged in an ongoing programme to test the Centres against best practice. We also engage external providers to conduct a regular programme of unannounced physical penetration tests.

Co-ordination and networking with public agencies

Scentre Group has a strong relationship with the most senior levels of State and Federal law enforcement as well as the other relevant agencies. My former policing and global roles also affords me the opportunity to engage at senior levels within the 5 Eyes community. I lecture every year at the Leadership in Counter Terrorism (LinCT) held in Sydney where WA always have senior representation.

More locally, the ASIO Business Liaison Unit (BLU) provides relevant but sanitised intelligence in a timely way to the business community. Additional value is gained from senior membership of groups such as the Forum of Australian Security Executives (FASE) where ideas and best practice are discussed and shared, and from other international forums to ensure we are across and can consider best practice on a global basis.

Whilst a well-executed security strategy is an undeniable commercial advantage, security *per se* is not a competition and the private sector has a longstanding track record in coordinating and sharing best practice principles and adducing immediate learning from events/incidents that have taken place world-wide.

The Federal Government's recently released strategy for 'Protecting Crowded Places from Terrorism' is a strong example of the way that Federal and State governments can work effectively with the private sector to mitigate risk. Along with a small group of other senior colleagues in the crowded places sector, I was involved in the development of critical elements of the policy and remain on a Committee (the Business Advisory Group, (BAG)) that looks to provide ongoing advice on either implementing or further developing policy in this area. The BAG, which comprises senior security executives from across Australia and senior law enforcement officers in the counter terrorism community, is another excellent example of the government sector working with the business community. This operates under the Trusted Information Sharing Network (TISN) principles which are serving this sector well.

Summary

Scentre Group takes all aspects of security with the utmost seriousness from the Board down to the operating level in our Centres.

Risk and security at Scentre Group is an appropriately resourced function with an operating influence commensurate to the risks posed. Intelligence and analysis is at the heart of our response. The latter relies on being able to access the required material in a timely way and on trusted relationships with

key stakeholders. I am confident that ongoing relationships with key stakeholders in WA and elsewhere will allow us to maintain the robust security posture that we currently hold. .

We trust that the above will assist you in the Inquiry.

In the meantime, please contact me on or by email if you would like to discuss further any of the issues set out in this letter.

Yours sincerely
Scentre Group Limited

John Yates, QPM,
Global Director of Security
Scentre Group & Westfield Corporation.