

# **COMMUNITY DEVELOPMENT AND JUSTICE STANDING COMMITTEE**

## **INQUIRY INTO THE PROTECTION OF CROWDED PLACES FROM TERRORIST ACTS**



**TRANSCRIPT OF EVIDENCE  
TAKEN AT PERTH  
WEDNESDAY, 14 FEBRUARY 2018**

**SESSION TWO  
CITY OF PERTH**

### **Members**

**Mr P.A. Katsambanis (Chairman)  
Mr M.J. Folkard (Deputy Chairman)  
Mr Z.R.F. Kirkup  
Mr A. Krsticevic  
Mr D.T. Punch**

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**Hearing commenced at 11.08 am**

**Mr MARTIN MILEHAM**

**Chief Executive Officer, examined:**

**Ms REBECCA MOORE**

**Director, Commercial and Community Services, examined:**

**The CHAIRMAN:** Good morning. On behalf of the committee, I would like to thank you for agreeing to appear today to provide evidence in relation to the inquiry into the protection of crowded places in Western Australia from terrorist acts.

My name is Peter Katsambanis and I am the Chair of the Community Development and Justice Standing Committee. I would like to introduce the other members of the committee: the Deputy Chair, Mark Folkard, member for Burns Beach; the member for Dawesville, Zak Kirkup; the member for Bunbury, Don Punch; and the member for Carine, Tony Krsticevic.

It is important that you understand that any deliberate misleading of this committee may be regarded as a contempt of Parliament. Some of the questions that we ask you today may require answers that contain sensitive or confidential information. If this is the case, the committee is able to take evidence in a closed session. Hansard will continue to make a transcript of the session but the transcript will not be publicly available unless the committee of the Legislative Assembly resolves to authorise its release. Your evidence is protected by parliamentary privilege; however, this privilege does not apply to anything that you might say outside of today's proceedings.

Before we begin our questions, do you have any questions about your attendance today or the process of the hearing?

**The WITNESSES:** No.

**The CHAIRMAN:** Do you have a brief opening statement or would you like us to start with questions?

**Mr MILEHAM:** No brief opening statement at all; if you would like to ask questions.

**The CHAIRMAN:** Obviously our committee is looking into the preparedness and protection of crowded places in relation to a terrorism act. The City of Perth is a place where regular events are held. Obviously right now there is the Fringe Festival, there has been Skyworks, and many other events that are held often on a permanent basis and an approval process is required for operators to come in to hold an event. You have significant operational responsibilities as well around those events and they always vary—different events, different processes—and we understand that. But to kick off with: during the approvals process for any event, how do you decide whether that event requires a hostile vehicle management plan?

**Mr MILEHAM:** Just to clarify, I may occasionally defer to the director of that area because the director does have a very direct role in those arrangements. But, generally speaking, hostile vehicle management, HVMs, has obviously become much more prominent in our consideration. If you use the example of Skyworks, which is a large event obviously, we have a very comprehensive manual on how that project runs. You may recall—it was not terrorism, but there was a fatality in a previous event. That was codified within the plan. The event itself was called off not because of a whim but because of the manual which called for when there was a fatality, a certain process. That process is put together with DFES, WAPOL et cetera down to hostile vehicle management itself. I think perhaps the director can talk more to the approvals process. We do require, when we have consulted with

WAPOL et cetera, that certain crowd numbers or particular crowd numbers will generate levels of, if you like, assessment and traffic management, particularly around HVM.

**Ms MOORE:** In relation to HVM, the city has been reviewing all of its plans and its approvals that it runs through with an event. Based on the size of the event, we require various levels of risk management plans to be built, and also an HVM. Things like the Christmas parade, Anzac Day, Skyworks—all of those have to have them included and provided as part of that. We worked very closely with the police in terms of what was required in terms of that to build that into our activity approval planning process. We do have a checklist for any event that they go through and, depending on the size of it, the requirements that they have in relation to that.

**The CHAIRMAN:** We have seen both here in Perth and in other cities around Australia, particularly capital cities, the increased prevalence of security-type bollards of various descriptions, whether they are metal poles that go up and down or whether they are round balls and are made to look artistically better, whatever the case may be. What roles does the city itself play in determining where and when these bollards should be placed and what other agencies have input into that process? Do you just decide on your own?

**Mr MILEHAM:** No. Clearly, we have limited authority in the road in the public realm. However, we obviously apply local law. The limit, I guess, of our jurisdiction is around the various categories of public open space, whether it be Forrest Place, whether it be the malls, whether it be roads—they have different, obviously, categories. I will give an example of a recent case. In Melbourne, there was an event, and we took it upon ourselves to immediately mobilise the temporary placement of —

**Mr Z.R.F. KIRKUP:** Trucks, was it not? Trucks and trees.

**Mr MILEHAM:** Yes, a combination of things, which we probably would go to in a closed room. It was not a reaction to a lack of preparedness; it was the fact we were prepared and we took some action in the short term in case that was part of a coordinated plan. We communicated with the police during that time and of course came to the conclusion it was a lone wolf and likely outcomes in the city were—there would be no connection. Generally speaking, though, we have a traffic and transport component of our planning operation that has contacts into the PTA, DFES, Main Roads WA et cetera, et cetera. We always coordinate with them in terms of what we are doing in the public realm. An example at the moment is Elizabeth Quay. We have been handed, if you like, a design where there is close interaction, potentially, between vehicles and people. We have sort of enhanced that but it is not something we can do unilaterally; we must consult with Main Roads and we must consult, obviously, with the emergency services to make sure we do not obstruct access et cetera, et cetera.

**The CHAIRMAN:** In that consultation, are you satisfied that the process itself is responsive enough?

**Mr MILEHAM:** I think we are responsive. As I have said, in the case of imminent, if you like, issues, we can respond very quickly to events, whatever it might be. Again, I might defer to the director in terms of the actual integration between police and our security arrangements. I would suggest we can always get better at coordination with state authorities. As a former director of planning and as an architect, I have a particular interest as a CEO in the public realm, so I believe we have good oversight from top to bottom through the organisation on that. I am confident that internally we do a good job. I think we can continue to get better to work with the state authorities.

**The CHAIRMAN:** Just focusing on that, if you as a city, whether at director level or at council level, determine there is a failing somewhere else in the process, whether it is Main Roads or WAPOL or whoever it might be, is there a formal process that you can report that up?

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**Mr MILEHAM:** Yes. We have a series of cross-agency groups that meet to coordinate these things, whether it be with Main Roads or PTA or the police. In particular matters, when I have had concern as CEO, I have actually written to the senior levels in the police and had a response—obviously not about an imminent matter but about a policy or strategic setting. I believe we have contact at all the levels that we need in the organisation across to particularly police. I think director Moore can talk to that again because in recent times, since I became CEO—about two years ago—we made a particular approach to the police and since then director Moore has established a constant and consistent meeting regime with the police department at appropriate levels—at senior levels. We have a very good operational relationship there; probably to a lesser degree with DFES but again the director can talk to our standing arrangements on that.

**Ms MOORE:** If I can just cover off on a couple of things. First, after the incidents occurred in Melbourne and, obviously, also in Sydney with even the Lindt example, we looked at a range of our own measures in the last two years. We had a significant change of staff in that time, both with the CEO, myself and even my manager who looks after this particular area. What we have done is, as you know, with the State Emergency Management Committee, the district and the local, we have rewritten all our arrangements. We did that very heavily in consultation with the various partners. We have a very active local emergency management group that has representatives from all the major hospitals on it, police, superintendents from DFES—those types of things. We actually have a very robust piece and we worked through our arrangements with them. We are currently working on updating our Perth city evacuation plan so that if we need to, we have those in place. The relationships we have with both DFES and the police are very strong, as Martin said, both at the operational level but at every level. As the police will say to you, often when it comes down to crisis, it is those relationships of “who do you ring?” when something occurs that are absolutely critical. We know that with the new super here in Perth and the return of one of the inspectors, they have a much greater focus on emergency management and their preparedness, as a capital city. They are going to be doing extensive work in that area, as are we—we are getting our own. As a local government, our key role is in recovery; that is our legislative lead role. I am the recovery coordinator on behalf of the city. We fulfil our role up until that point but because we are a capital city, it makes us very different from, say, a regional, rural or remote local government where the local government will often step far more into the management of that emergency. Because of the scale and the size, we will always defer to the lead agency in terms of WAPOL or DFES, which is why we have very close relationships with them. When we stand up to the MICC, we are often present there, depending on it. We run local operations together. We train our staff on being eyes on the street as well, so we have that visual presence.

[11.20 am]

In terms of bollards, there are mixed messages around the effectiveness of permanent bollards. We have put some permanent bollards at the end of the malls, but we are also in the process of replacing the retractable bollards as well. We also follow very closely the guidelines of police around any potential threat levels and things like that. We have not had to go down the pathway of Melbourne. The crowded places has really shown that often it is not pre-planned; it is an incident of the time. We are putting our arrangements in place with the police to follow that first instance so that we can support—even to the level, for example, of having our parking officers trained in traffic management. If something happens, we can support police in the CBD to release those resources for critical times and things like that. We work very closely hand in hand in that with them. It is quite a different scenario in terms of some of the other local governments.

**Mr MILEHAM:** I could also say that in terms of other local governments, we are specifically different around the CCTV network—well over 300 cameras. We are digitalising, if that is the word, the

network to enable us to augment the intelligence of that as well. There is actual police presence in the camera rooms. It is probably not widely known by the population that the CCTV cameras belong to the city, but we work with the state and the police in that. We have a situation in which we are also identifying emergent issues. Ultimately, we manually watch and follow, based on experience, what we think is developing. That is about prevention, obviously. In the future we plan—we have a grant through the federal program—to augment the cameras so that we will be getting into more intelligent software to back that up as well. There is a gamut—from watching and leading to prevention right through to the implementation of hardware, for want of a better term, in the street. As I say, my personal view is that we have a good mix of immediate response capacity, but also a realistic assessment of the threat in the field.

**The CHAIRMAN:** On CCTV, I know that you interact with WA police and that they are your cameras, there is a supervisory room and there are police in that room and the like. To your knowledge, has WAPOL ever accessed any of that CCTV footage for the purposes of protecting the community from any planned or possible terrorist incidents?

**Mr MILEHAM:** I am not aware.

**Ms MOORE:** We have signed MOUs with both WAPOL and DFES to allow them to view footage from their operational bases—MICC and also the op centre down at Cockburn and things like that, so if there was an issue, we could actually beam them in so they could see them from their operational location as well. Obviously, we do work with police on incidents. They do access footage but I am not aware of any in relation to those particular topics.

**Mr M.J. FOLKARD:** The answer is yes.

**The CHAIRMAN:** In your upgrades, are you considering introducing, or have you already introduced, facial recognition technology in conjunction with CCTV?

**Mr MILEHAM:** We are considering it.

**Ms MOORE:** We are considering licence plate recognition.

**Mr MILEHAM:** We are considering licence plate recognition. We are considering augmenting the CCTV with software to help us be more predictive, much like mining companies do. That technology is available. It obviously flows from the military into mining and into the public realm so we are looking to see what we can do. It is early days for that right now.

**The CHAIRMAN:** The licence plate recognition—is that more for the purposes of traffic management or is it for preparedness for dangerous events?

**Mr MILEHAM:** It will be used for everything that it is appropriate to be used for, whether it be security related or what have you.

**Mr Z.R.F. KIRKUP:** Parking enforcement?

**Mr MILEHAM:** Not at this stage. There are too many glitches, we understand, in the technology and the rulebook as it stands and folks who have disabled permits, for example, who are permitted to park twice as long get a ticket. We do not want to do that.

**Mr Z.R.F. KIRKUP:** Fair enough.

**Mr M.J. FOLKARD:** Just so you are aware, I was a policeman for 30 years. When you set up your CCTV network, I was an employee of the Perth City Council. When you originally set up your CCTV, I was one of the first involved in that at City Place.

**Mr MILEHAM:** I better watch my comments then.

**Ms MOORE:** We have some staff from those early days who still work for us.

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**Mr M.J. FOLKARD:** One of the keys, I note with the City of Perth, when it comes to event management of a particularly large scale, you are, I would suggest, over the years now coming to be almost knowledge-based experts based on the activities that have occurred previously—two air crashes that I can recall off the top of my head, one of them being the fatality of recent days. My question is oversight, your reviews and how that takes place, and the governance in relation to the reviews. How do you ensure that when you do a review of an operation, you are getting the right answers so that you can act on those answers?

**Mr MILEHAM:** We have recently significantly enhanced the risk management processes at the city. Through the audit and risk committee, we report key risks. Part of that, obviously, is assessment of everything we do. We present high-risk items to council for consideration, mitigation and treatment. Obviously, this is one of the issues that has been addressed. It is a regular run-through so, obviously, though, we rely on reporting through the organisation to achieve that. In the particular matters, say, for example, of the recent air crash that you referred to, the annual review, notwithstanding any event, of the Skyworks event concludes even if it goes perfectly. We look at and enhance. There is an actual requirement, with all these major events, to review them on an annual basis. In that particular case, ATSB et cetera conducted the review but we have obviously had some cause to look at the part of the plan that reacted to that or was the treatment for that issue. In fact, we found it to be robust. That is not to say that we would not have found it to be wanting. If we had, we would have had a treatment to correct it and that would have come through the process, so there are processes prescribed. The question about whether we catch absolutely everything, I do not believe we will but I also believe we have a pretty strong process in the area that is in the directorate through our management that is conducting almost a continual assessment and review of what we are doing and looking for improvement.

**Mr M.J. FOLKARD:** So it is an ongoing process?

**Mr MILEHAM:** I would call it continuous improvement.

**Ms MOORE:** I was going to say they would probably be the words I would use. The heightened security around globally has obviously put much more of a spotlight on events, how they happen, and the planning and approval processes for them. I think that is something that has been a work in progress for the city. How do we approve an event? What processes they go through? Also remembering that we do not necessarily approve every event, either. We are only able to look at events that are in the public realm; for example, we do not have as much consideration over something that might be held over MRA land or held on private property and things like that. Our visibility of some events is wider in some areas and more limited in others. We also are making sure, with our checklist, how we do it, our events, the process of the information that we ask for, the onus that we are putting on the event providers now, their level of insurances, their level of planning, and their level of risk. They do their own self-audit in terms of the HVM and all those types of things. We are now starting to proactively review that and actively engage regular event users and holders much further in advance and things like that. This has been a changing landscape and we are changing and adapting with those needs as we go along as well. Just to cover off the LPR, the licence plate recognition, is predominantly used for licence plates and it is also used to support police to find vehicles and things like that that may be required.

[11.30 am]

**Mr Z.R.F. KIRKUP:** I am just keen to go back to the hostile vehicle management, or HVM, and the halving of public places, if we can talk about that for a couple of minutes. I am very curious to understand who has responsibility and where the jurisdiction begins and ends, I suppose, with the City of Perth in relation to halving those public places noting that more recently you have put

bollards in the malls at this point in time. I think it was Director Moore who said that you are considering upgrading them to retractable bollards. I am just keen to understand the city's responsibility and jurisdiction over where that happens—the identification of places where bollards are required or the halving is required and your jurisdiction.

**Mr MILEHAM:** On the jurisdiction, the bollards in the mall, being obviously there for operational reasons for many years but we have augmented them now with consideration of HVM, because obviously you could have driven a car around them once upon a time. That is no longer the case. I would call our jurisdiction absolute; however, it is based on collaboration with the authorities. We cannot just bung a bollard in a roadway without MRWA or PTA or DFES or the police at least being across it. What we have done is continually assessed the public spaces and look at risk profile, and that is why we started with the malls, and there are other areas where we have subtly enhanced access. For example, I believe even Council House, itself, represented an issue for HVM. We have taken some initiatives there which will help address that. We go on a risk-based approach and we are constantly reviewing that.

**Ms MOORE:** We have actually got a business units team across the organisation that actually do some ongoing audits of our public open spaces, and that involves our risk staff, operational rangers—a whole range of different people actually get involved to assess those on a regular basis, including our surveillance teams, so that we are looking at all aspects of that. I think that is really important. It is about us being proactive in that to look at it. We also take very much heavily advice from the police and also from DFES, because one of the key things around some of the bollard management, for example, is about access for key agencies and services and things like that as well. That is something that we also take into account in our considerations when we are looking at those types of things.

**Mr Z.R.F. KIRKUP:** Can I ask what other venues you may have identified at risk of HVM at this point in time—obviously the malls? You have identified Council House.

**Mr MILEHAM:** Anything, obviously. We are looking at any space where you can take a vehicle and there will be large numbers of people at any given time. Obviously, at this stage, most of that is around events and temporary —

**Mr Z.R.F. KIRKUP:** So Elizabeth Quay?

**Mr MILEHAM:** Elizabeth Quay is an issue because it is designed to allow complete interaction, but the vehicle speeds are deliberately limited. We have taken some, I would call, early steps to change the profile of that a bit, but the whole place's risk profile is not one that is around terrorism; it is more, at this stage, about the urban design issues. I think there is more risk there at the moment, frankly, about general use than there is from terrorism.

**Mr Z.R.F. KIRKUP:** I am keen to understand whether or not Kings Park is one of those areas as well, and the other is also Perth Arena.

**Ms MOORE:** It is also important to note where we have control. Elizabeth Quay is still under the control of the MRA. In terms of the development and the activation of those spaces, it is still under the care and control of the MRA. The Perth Arena —

**Mr MILEHAM:** With roadways around.

**Ms MOORE:** The roadways are now ours, but in terms of access to and how the profile, that is MRA. Perth Arena is the state government. Again, the road is ours. Kings Park is under the Kings Park board or the parks and gardens WA. Again, we do not actively control those spaces. Also, we take very much into consideration the work that has been done under the protecting crowded spaces.

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We usually self-audit in terms of some of our assessments and things that we use as well that has been done by the state and federal governments.

**Mr Z.R.F. KIRKUP:** Director, I am just keen to understand: we asked VenuesWest to get an understanding of their approach to Perth Arena and I identified as part of that hearing that there is about a four-metre gap between Perth Arena and Wellington Street where there is a footpath that is unprotected, and tried to understand the sense as to why that is the case.

**Mr MILEHAM:** We have had discussions with the arena. They have access requirements and there is a risk profile. Obviously, if it was completely 100 per cent risk averse, we would be putting bollards up at every edge, and we have not. I cannot speak to the detail around the traffic assessment of that because I do not have the information to hand. I have had personal discussions, as former director of planning, with the arena. We have been concerned about whether it be the cycleway at the back or all those sorts of things. We constantly review it. I think the most recent event down there has caused us to look at it again too. I think that is very contemporary, because that was a busy —

**Mr Z.R.F. KIRKUP:** What was the recent event?

**Mr MILEHAM:** When I say “recent event”, the event they held there, the UFC, which was heavily attended on a particular day and had particular aspects that caused us to watch it closely, and we are looking at that as we speak.

**Mr Z.R.F. KIRKUP:** It just seems unusual to me of course that the government spent \$200 000-odd protecting their jurisdiction—that is, the arena’s property boundary—yet there is an exposed part. When I queue up, I am on the footpath as much as anybody. As you say, it has got an accessible footpath for a vehicle.

**The CHAIRMAN:** In this area, we are probably going to have a lot more questions than we have got time for and we may need to continue the discussion, but the issue of your interrelationship with the other agencies—you mentioned the MRA and Perth Arena that are the state government assets—but the public realm in Perth also includes privately owned land; for instance, things like Brookfield Place as one example. When you make your assessments, do you make the assessments solely on land that you control or do you make it for other privately owned but public spaces, and what protocols exist for you to actually interact with a business? If a business decided it wanted bollards, does it need to make an application to the council? If you decided they needed bollards and they did not want to do it, what happens?

**Mr MILEHAM:** Generally speaking, we try to take a pragmatic approach. We have had individual lessees of a building in Brookfield Place come to us with concerns about a particular piece of the public realm and we adjusted it accordingly because we recognised and agreed with them that there was a risk there. So that is how we operate. If someone brings it to our attention and we look at it and it makes sense in our risk profile, we will work; on the other hand, if we see it and go to them, we would hope that they would work with us. We are also developing in the CPTED guide—do not ask me about the acronym; it is something about crime prevention —

**Ms MOORE:** Crime prevention through environmental design.

**Mr MILEHAM:** — through environmental design, which is a guide to public space, events, retail et cetera about developing in new work that mitigates or does not—I mean, to put it in blunt terms—create spaces that are conducive to crime of any form or looks to make spaces observable but protected. We have that in the planning sense, so when we look at a building or a proposal, we are always looking at it in that context in the planning scheme. When we have got an operating

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public space—Brookfield Place is a good example—as I say, one of the tenants there had a particular issue with a particular part of the public realm. We addressed it.

**The CHAIRMAN:** With those retractable bollards that you are replacing, are they being replaced because they are no longer fit for purpose or they have reached the end of their useful life?

**Ms MOORE:** Yes.

**Mr MILEHAM:** A bit of both, I think.

**The CHAIRMAN:** Have there been any issues with them that have required you to replace them and will they be replaced primarily with new retractable bollards or fixed ones?

**Ms MOORE:** Yes. We do have retractable now and that is really about egress and ingress of delivery vehicles into the malls. They really have come to the end of their useful life. You will have seen that news story about a truck the other day, due to some work, actually got stuck. We are looking, as part of our planning processes, to upgrade those and to give us more remote monitoring from that so that we can have better use of resources rather than having to have staff onsite; we can actually do it from our surveillance centre. It is just a part of the day to day that it is a mall; therefore, you want to maintain it as a mall, not as a thoroughfare and then also regulating the time of delivery vehicles through that space.

**Mr MILEHAM:** We obviously know who is allowed in and who is not and we keep a watch on that.

**The CHAIRMAN:** Mr Punch?

**Mr D.T. PUNCH:** Because there will be some in-depth questioning from me, I might defer it until we meet again with the City of Perth.

**Mr A. KRSTICEVIC:** I was going to ask about training of staff and maintaining their level of awareness, because obviously the human element of complacency can very easily come into play. I am just interested in terms of what you do and do you have processes in place and do you have procedures to deal with that.

**Mr MILEHAM:** The director —

**Ms MOORE:** We —

**Mr MILEHAM :**Sorry; I was going to at least show I know something about it! The director obviously can talk to that, but rangers are trained. All rangers are put through tactical awareness training, security training et cetera, but perhaps Rebecca can talk to that.

[11.40 am]

**Ms MOORE:** We have a robust induction program that we have now developed for our operational staff—people like rangers, parking officers, those types of things. We have annual training programs for our staff to ensure that they are kept up to date with their training so, as Theo said, things like security, active shooting, traffic management, first aid—a whole range of pieces. We very much have our staff as eyes on the street, whether they are our waste staff, our community development staff—our staff just generally. I think they get to the point where the staff do not like the directors and our CEO going around, because they are always picking up things. We do like to set the example to be aware and we have a very active program of ensuring that our staff maintain a certain level, especially in those key operational areas. We actually have a full list, and we do a check every year, and we also look at what they come in with, when we have new staff, and if they do not have the required certificates or things that we would like them to have, we actually put them through their training as part of their development program and their induction into the organisation, and that

has been very much, again, that renewed focus on our awareness and our responsibility in this space.

**The CHAIRMAN:** Is this training face to face, or is it desktop?

**Ms MOORE:** It is a combination, but it is predominantly face to face. We even have things like verbal judo—how to talk people down in situations, how to respond and things like that.

**Mr M.J. FOLKARD:** It is a great course.

**Mr A. KRSTICEVIC:** And that is obviously something that you are maintaining on a very regular basis, to make sure people are not complacent, because people can become very complacent at certain points in time. There are lots of examples around the world where they had the highest level of security, the highest level of training and the highest levels of experience and they still became complacent.

**Mr MILEHAM:** Anecdotally, it is not the system. As CEO, having lived and worked in other countries, particularly the Middle East for a decade or more, and having travelled to New York and having spoken to the administration there about 9/11—the unknown unknowns, as they talk about—obviously there are going to be things that we cannot even predict. However, we continue, and I like to think that as CEO and as an executive who are particularly aware of this matter, and we keep rolling that out, even in anecdotal terms, and as the director said, we remember seeing a photograph—hey, what is going on here; what is going on there; eyes on the street—I like to think that we are quite informally aware as well as having those systems and checks in place.

**Mr A. KRSTICEVIC:** Finally, I suppose, do you find that the number of people in the city changes depending on the heightened level of risk and security issues that happen around the world? Do the numbers fluctuate? Do you think it has an impact on what is going on?

**Mr MILEHAM:** We do not have any data to hand to tell us what the cause is.

**Ms MOORE:** I guess the city has been very lucky in the fact that, as being very closely involved with the place, we are aware that we actually operate probably under a lower threat compared to most of the other large cities—Sydney, Melbourne and places like that. We obviously are in close contact with them, and I think what we do, again around the training, is that it is part of our culture for our staff, and to cover off that bit, I guess, first, it is very much around actually wanting our staff to be eyes on the street. We are setting up new systems like our customer relationship management system, which has a GPS component that will allow us to be even further more eyes on the street for our staff. So that is very much part of the ethos of the city, so that complacency I do not believe is part of the nature of it. We have 90 volunteers also that are actively out on the street; they are our IC volunteers who are doing tours, and are visible and those types of things. Even our volunteers are also our eyes on the street. We have very much an awareness, because we want Perth to be a safe place. We have rangers that are patrolling the malls on a regular basis and things like that. From that safety perspective we are very much committed and involved on the street.

**Mr MILEHAM:** I might also say, just in terms of what has kept people away, I would say that the anecdotal evidence is more around the fact of what I call day-to-day antisocial matters that probably concern folks more, in my discussions with them. That is why I am really pleased to have met with the Commissioner of Police the other day, who has assured us that there is going to be heightened visibility with WAPOL in the streets, which is great, to add to the 37 bike coppers. We like to work obviously in conjunction with those guys, but we believe that visibility is important for our stakeholders—to feel safe, as much as be safe. I think if there were any commentaries about what if anything is keeping people out of the city in security terms, it is not terrorism, in my view.

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**Mr D.T. PUNCH:** Just a quick question from me about directing and managing staff out on the street. Does the city, particularly when there are major events, contract staff from the private sector for security related work?

**Ms MOORE:** We do have contracts for security staff, but a lot of the time, even for Skyworks and things like that, we have major numbers of our own operational staff that are actually out there during that time.

**Mr D.T. PUNCH:** So it is principally your own operational staff, but there is some contracting. What systems do you have in place in terms of being satisfied with the quality assurance standards of those organisations that you contract?

**Mr MILEHAM:** We go through a contract tender procurement process. It is a pretty rigorous one, because I think all local governments pretty much are constrained and must do that. Obviously, when we are looking at security personnel, we are looking at their training, their track record—all of that—because we put tenders together and we put contracts together.

**Ms MOORE:** And we monitor that closely.

**Mr MILEHAM:** We monitor that, and obviously when it comes up for renewal and we rebid, we look at performance, we look at their training regime, and obviously we look to who they are and make sure that they are known in the industry and appropriately accredited.

**Mr D.T. PUNCH:** So you consider the reputation?

**Mr MILEHAM:** Correct.

**Ms MOORE:** I think also, just to cover off again the piece around why people may not come into the city, I do not believe it is due to incidents in crowded places. I think probably in Perth at the moment it is more about the vacancy rate in the city and the economic downturn. You will see that PTA show a downturn in their figures. I think it is running at about seven, eight or nine per cent. We have obviously, as the proprietor of a number of car parks and things like that in the city, seen the patronage levels. We do not see spikes or anything like that that generally occur. We obviously see greater numbers for events but we see more that it is about the long-term systemic economic issues rather than anything else.

**The CHAIRMAN:** Time is quickly evading us, but a couple of quick questions, please. First of all, what do you see as the highest vulnerabilities within the City of Perth?

**Mr MILEHAM:** Obviously, those areas where we have crowds gathering and we do not have, say, a permanent arrangement. What we do, therefore, is, with events, whether it be the arena or what have you, generally speaking we treat that as the high-risk element, I guess, rather than a particular location that remains a risk at all times. It is a movable feast. I personally see the biggest risk—I walk around every day to do that. As I said, I alluded to the malls. We have made changes there. I continue to see, though, any public space, particularly where we have large crowds, particularly, for example, coming from the Elizabeth Quay train station, crossing into the city. I hate to speak about it, but those are the vulnerable areas, and they have limits to how hard you can make them and still get people to cross the street. You will have seen that we have actually changed the cycle at that street. When I say the “cycle” rather than you could wander across at any angle you wanted to —

**The CHAIRMAN:** Yes, I have noticed that.

**Mr MILEHAM:** —we have changed it to the way it works now with the water fills to get folks used to that. Obviously, there is an onus on the population to keep their eyes open too. But we have safened the intersection, so there is less big crowds in the middle of it, and that is a by-product of that design, and that is part of what we look at.

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**Ms MOORE:** Just to cover off another area of vulnerability is actually the event organisers themselves. If you have people who are putting events together, there is quite a lot of pushback from the event organisers to actually put in place some of the HVM requirements that might be from the self-audit. They do not want to incur the costs, and those types of things, so I think from a city perspective we have still got a lot of work to do to actually—this is something that they are feeling is another cost to them of putting on an event or an activity. It is obviously coming from other places, not just the city, around what is required for various levels of events, and some of them are saying that they may not be able to hold events because of the cost, and those types of things. For us, that is still a vulnerability. You want people to be activated and you want people to be coming into the city, but it is also, for us, about how we manage those requirements as well for those event organisers and their level of skill et cetera.

**Mr MILEHAM:** We look at the profile of the event too. For example—we have had it and we have discussed it with the folks ourselves—Anzac Day. There is a heightened HVM requirement on that. That is a particularly interesting space for the size of it: what it is, where it is—all those things. So I say that where I see the biggest risk is in those events, where folks are gathered, and people know about them, they are scheduled, they are in diaries. That is where we make sure we are across it.

**The CHAIRMAN:** Look, we are probably going to have to meet again at some point. Initially, though, I think we may contact you to request some documentation—I am just flagging that, rather than put it on the record now—through the secretariat. I did have some questions around the interaction between you and other authorities. The Skyworks happens in two parts, so how do you interact with the City of Perth? And again, with Anzac Day, it happens in Kings Park, which is run by a different body but —

**Mr MILEHAM:** The crowd itself is in the city, though.

**The CHAIRMAN:** Who controls the road, because we have got them blocked? Is it you? Is it them? Again, we will do those initially by correspondence, and see how we go.

We thank you very much for your cooperation and your attendance. We thank you for the evidence before the committee today. A transcript of this hearing will be forwarded to you for the correction of minor errors. Any such corrections must be made and the transcript returned within 10 days. If you do not return the transcript, we will just deem it to be correct. You cannot try to change the nature of your evidence through corrections, but if you think you need to give us something else, please feel free to make a supplementary submission, either when you send in the transcript or at a later stage. We are always happy to hear from you. Thank you very much, and I will conclude today's hearing.

**Hearing concluded at 11.51 am**

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