

SPECIFIC EMERGENCY RESPONSE PROCEDURES

1. ACTIVE ARMED OFFENDER

(Must be read in conjunction with Generic Response)

Definition: - An Armed Offender who is **actively engaged in killing or attempting to kill people**, and who demonstrated their **intention to continue to do so** while **having access to additional potential victims**¹.

2 MAIN OBJECTIVES:

- GET PEOPLE TO SAFETY
- GET INFORMATION TO POLICE

6 MAIN ASSIGNMENTS

1	NOTIFY '000' (or '111' if in NZ)	<ul style="list-style-type: none"> Stay alert and use cover to confirm you are safe while alerting emergency services Request urgent response from Police and Ambulance Provide all available information including any identifying features, weapon, location and path of travel and offender actions
2	GET PEOPLE TO SAFETY	<ul style="list-style-type: none"> Move or direct people to a safe location Advise people at risk to Escape / Hide, / Tell If safe to do so, provide first aid
3	PUBLIC ADDRESS SYSTEM	<ul style="list-style-type: none"> Activate the Incident Messaging Panel (IMP) or make manual announcements
4	CMEO	<ul style="list-style-type: none"> Activate the CMEO

¹ Australia-New Zealand Counter-Terrorism Committee, Active Armed Offender Guidelines for Crowded Places.

SCENTRE GROUP

SCENTRE GROUP CUSTOMER, COMMUNITY AND DESTINATION

5	SITUATIONAL AWARENESS / CCTV	<ul style="list-style-type: none">• Access the CCTV system to substantiate reports and locate offender/s• Confirm information received from on scene personnel• Continue to monitor the situation and track offender/s• Continuously update the Chief Warden, PA announcer and Police (incident, number of offenders, live location)
6	LIAISON WITH POLICE RESPONDERS	<ul style="list-style-type: none">• Meet police on arrival• Provide access to Control Room and/or EOC

INITIAL ACTIONS

- If the report is unverified, ensure all Scentre Group ECO members and contractors are advised of a potential threat.
- Obtain situational awareness and make a rapid assessment (review CCTV and liaise with ECO members and on scene personnel).
- Notify '000' (or '111' if in NZ) and provide all available information including any identifying features, weapon, location and path of travel and offender actions.
- Once confirmed, advise all Scentre Group personnel and contractors of the Active Armed Offender & location. To ensure that this information is received without confusion, the term 'Code Black Alpha, Active Armed Offender/s' will be used during radio transmissions.
- Prioritise life safety issues including moving people to a safe location and providing First Aid.
- Advise people at risk to Escape / Hide, / Tell:
 - Leave the area immediately, moving away from danger and to escape via the nearest exit, move away from the Centre, or
 - If exit is not possible or safe, take shelter in a safe location; then
 - Lock or barricade the door; Move away from the door; Remain quiet; Silence mobile phones and other devices with sound; Turn off lights

- Get cover behind solid structures or concealment behind an opaque structure
- Use improvised weapons for self-defence, if threatened by the offender
- Call “000 (or “111” if the Centre is in NZ) and advise of location if known
- If Scentre Group ECO Members are confronted by an offender follow the advice above

CHIEF WARDEN (ON CONFIRMATION OF AN ACTIVE ARMED OFFENDER EMERGENCY)

- **Immediately** assign appropriate Scentre Group personnel or contractor the following responsibilities:
 - **Notify ‘000’ (or ‘111’ if in NZ)** (Provide all available information including any identifying features, weapon, location and path of travel and offender actions)
 - **Move people to safety;** if safe to do so, move people to a safe location, advise people at risk to Escape / Hide, / Tell and provide First Aid
 - **PA system – Activate the IMP** or make manual announcements to update offender location in real time in between warning messages
 - **Activate the CMEQ**
 - **Situational Awareness / CCTV system;** Access the CCTV system to locate and track offender(s) and radio location to all team members including PA operator and 000 caller. Seek confirmation that updated information has been communicated through). On scene personnel report information to Chief Warden.
 - **Police Liaison:** Meet police on arrival, escort to scene, provide access to Control Room and/or EOC.
- Ensure all team members are aware of the Active Armed Offender incident and are monitoring radios for location updates. Consider when to undertake welfare checks.
- Consider appropriate location for Emergency Operations Centre (EOC)
- Stay and shelter in place, if not safe to leave
- Advise Scentre Group ECO members and contractors to:
 - Escape via the safest route if safe to do so, assisting others to leave and move away from the Centre.
 - If NOT safe to Escape, advise Scentre Group ECO members to Hide:
 - Seek cover, away from danger.
 - Secure their environment but allow others to enter for shelter, if safe
 - Lock or barricade the door; Move away from the door; Remain quiet; Silence mobile phones and other devices with sound; Turn off lights.

- Get cover behind solid structures, or concealment behind opaque structures
Call “000 (or “111” if in NZ) and advise the Police of your location.
 - Encourage all persons, including Scentre Group ECO members to remain calm.
 - Constantly assess the changing circumstances and consider whether the environment has changed, and a safe escape route has now presented.
- Open an Occurrence Log, if possible.

OTHER ACTIONS

- Ensure appropriate on-site liaison and coordination with Police.
- Assist ambulance service by offering and providing first aid to those people injured and sheltering in place (improvise using Centre/Retailer equipment and Centre’s trauma kit). Where possible, record the location of known injuries.
- Identify safe areas to establish medical triage/first aid location, accessible to ambulances.
- Maintain an inner and outer perimeter.
- Cordon off areas, consider safe methods of constraining the movement of the offender or restrict access to potential victims, including closing gates/barricades, where possible. In Commercial or Sundry Properties, this could include the grounding or locking down of Lifts to reduce access to upper-level occupants.
 - Stop people from entering the Centre and Commercial buildings attached.
 - Close car park entrances
 - Allow egress out of area and out of Centre or Commercial Buildings
- Move people away from danger and away from the Centre or Commercial Buildings
- Assist motorists to exit the car park.
- Account for all team members location and welfare.
- Consider the need to communicate with neighbouring properties.

ASSIGNMENTS

‘000’ (or ‘111’ if in NZ) CALLER

- Contact ‘000’ (or ‘111’ if in NZ) and request the urgent response of Police and Ambulance
- Advise the ‘000’ Operator that you are a part of Centre Management, that there is an Active Armed Offender emergency onsite and that it is crucial the line is kept open for information to be transferred.

- Provide information, including:
 - A description of the weapon/s being used and / or carried.
 - A description of the offender(s), including an identifying feature for each.
 - The location and direction of travel of the offender.
 - The number and location of injured persons, and extent of any injuries.
 - A safe location for the responding Police to meet a member of CCD (out of line of sight of the Offender).
- The '000' operator will continue to ask you for further information (whilst ever it is safe for you to do so).

GET PEOPLE TO SAFETY

- Prioritise life safety issues including moving people to a safe location and providing First Aid
- Advise customers, retail partners and others to:
 - If you are in danger, ESCAPE from danger. If you cannot escape or are unsure if it is safe to do so, HIDE. Call Police by dialling Triple Zero (000) [or (111) if in NZ] when it is safe to do so.”
 - Where reasonably practical give further direction including:
 - Escape via the safest route, assisting others to leave and move away from the Centre.
 - If NOT safe to Escape, advise people to:
 - Seek cover, away from danger.
 - Secure their environment but allow others to enter for shelter, if safe
 - Lock or barricade the door or roller shutter, move away from the door or roller shutter, remain quiet, silence mobile phones and other devices with sound, turn off lights.
 - Get cover behind solid structures.
- Encourage all persons to remain calm.
- Constantly assess the changing circumstances and consider whether the environment has changed.

PA OPERATOR ANNOUNCEMENTS

- Activate the Incident Messaging Panel (IMP) or make manual announcements ([Refer to Appendix 5 'Evacuation Considerations'](#))
- If making a manual announcement instead of using the IMP, send the following PA message clearly and urgently:

“EMERGENCY! EMERGENCY!”

There is an Active Armed Offender in the Centre. Police have been notified.

If you are in danger, ESCAPE from the danger.

If you cannot escape, or are unsure if it is safe to do so, HIDE.

Call Police by dialling Triple Zero (000)

[or (111) if in NZ] when it is safe to do so.”

Repeat message with a 3 second ALERT tone between messages

- If the PA Operator has the ability to monitor updates on the offenders location whilst delivering messages, priority should be given to PA messaging the actual location of the threat and areas to avoid. Update as and when things change.
- When describing the location use common language to ensure those unfamiliar with the Centre can understand the location references i.e. car park colours or certain tenancy names may confuse some customers and emergency responders.

EMERGENCY! EMERGENCY!

**There is a (male / female) Active Armed Offender currently using a weapon near
(LOCATION)**

Police have been notified.

If you are in danger ESCAPE from the danger.

If you can not escape, or are unsure if it is safe to do so, HIDE

offender

Communicating the location and movement of offenders will:

- Assist the police in locating the offender(s) quickly.
- Assist customers/retailers to avoid at risk areas.
- Cause the offender(s) to flee knowing that he/she is being watched on CCTV.
- Where reasonably practical, confirm the PA operator has seamless view OR audio of the location to ensure offender warnings are real time.
- On arrival, Police may request that you cease:
 - All emergency announcements and / or
 - The use of the Warning Tones.

- Police may also ask you to provide specific content for use over the P.A. to assist them maintain the safety of people who are hiding in the Centre, including after the offender has been contained. Where possible, inquire about messaging for those hiding in the Centre.

ACTIVATE THE CMEO

- Activate the CMEO for **Armed Offender** following **Operating Instructions** ([Refer to Appendix 5 'Evacuation Considerations'](#))

SITUATIONAL AWARENESS / CCTV

- Access the CCTV system to substantiate reports and locate the offender(s) (ensure the CCTV room is secured)
- Confirm information received from on scene personnel
- Consider additional resource required to support with control room operations
- If the offender cannot be located, review past images from the time and location where the incident occurred:
 - Playback recorded CCTV to locate the offender.
 - Track the offender through the Centre.
 - Via radio, convey critical information to the PA announcer, Chief Warden, and the Police on site (or to '000' [or '111' if in NZ]):
 - A description of the offender(s), including an identifying feature
 - The location and direction of travel of the offender(s)
- Continue to monitor the situation and track offender. Continuously update the PA announcer, Chief Warden, and Police.
- If possible, initiate a photograph of the offender/s (using a mobile phone to photograph the offender direct from CCTV monitor screen, or alternatively printing a still photo direct from the CCTV system) to provide to Police.
- If the CCTV control room is unavailable, move to a safe location and access the system remotely.

LIAISON TO POLICE

- Upon arrival liaise with Police onsite
- Offer to escort Police to the CCTV control room and /or ECO via the nearest and safest route. Where possible, confirm that Police have the latest situational update.
- Provide Police with multiple two-way radios tuned to the emergency frequency.
- Request that the Police use the radio to communicate with Scentre Group ECO members or contractors.

- Ask the police to assume the radio designation “**P1**” and provide them with priority radio contact with the Control Room Operator.
- Provide Police with floor plans of the Precinct – have a soft copy ready to issue to attending Police command (iPad or computer use for team overlay).
- Offer the Police Commander assistance in identifying a suitable and safe location for a Police Emergency Command Centre.
- If UAV (unmanned aerial vehicle) technology is utilised, ensure the pilot is given a secure location to operate.
- Offer to stay near the Police Commander to provide any other assistance.

CHIEF WARDEN – WHEN THREAT TO SAFETY HAS PASSED

- Confirm location and welfare of all ECO members and contractors on duty
- Provide updates to Regional Manager (RM) or National Security Operations Manager (NSOM)
- Contact the Employee Assistance Program Provider (ASSURE: 1800 808 374, NZ EAP Services 0800 327 669) to respond and provide assistance to Scentre Group ECO members, Contractors, and others. Ensure all people physically or psychologically affected are recorded and afforded counselling.
- **Business Continuity** most likely will be required [Refer to Appendix 7 ‘Business Continuity Recovery & Centre Re-Occupation’](#),
- Follow any CCD Support Office initiated requirements regarding Centre closure and reoccupation.
- Follow direction of Police Commander and Coroner regarding access to areas and opening of the Centre.
- In consultation with Risk and Legal, consider conducting a debrief, including all involved Scentre Group ECO members and Emergency Services.
- Reoccupation: Consider a staged re-entry for retailers. Escorting each to ensure minimal challenges.
- Ensure Public Relations / Corporate Affairs have provided a contact for media enquiries that occur onsite (post emergency).

PROCEDURE BACKGROUND

- This Scentre Group ‘Active Armed Offender Response’ Procedure applies to Scentre Group Shopping Centres in Australia and New Zealand. The Procedure relies on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) ‘Active Armed Offender (AAO) Guidelines for Crowded Places’ released August 2017. Appendix B of the ANZCTC AAO Guidelines provides ‘Initial Action Advice for Management for

Crowded Places.'

- Appendix C of the ANZCTC AAO Guidelines provides 'Initial Action Advice for Individuals'.
- The ANZCTC 'AAO Guidelines for Crowded Places' was reviewed and re-released in 2023 and has added focus on the 'ESCAPE HIDE TELL' concept.
- Additional information can be located in the ESCAPE – HIDE – TELL documents that are available on the Internet at <https://www.nationalsecurity.gov.au/what-can-i-do/what-to-do-in-an-attack>

New Zealand – Further Information is available at:

- National Security Intelligence Service (NSIS) website at <https://www.nzis.govt.nz>
- NZ Police at <https://www.police.govt.nz/advice-services/protecting-crowded-places-attack> and should be sourced by New Zealand based Centres.