Shopping mall security review

An independent review of a multi-site retail portfolio in South-East Asia.

10	3	3 weeks
Flagship malls	Regions	On-site assessment

The commission

A shopping mall owner and operator asked PAL Protect, through an international consultancy partner, to assess how well its security strategy protected visitors, staff and property. The review covered a portfolio of more than 1.6 million square metres that recorded hundreds of millions of visits each year.

Senior management needed an evidence-based view of how security worked in practice and which improvements should take priority. The review had to give the leadership team a consistent view across the portfolio while recognising how operating conditions differed from one mall to another.

What the client received

A written report for senior management, an audit sheet for each mall and an action workbook that brought together 35 recommendations for local teams to assign and track.

How we assessed the portfolio

The team spent three weeks in the field, combining direct observations with discussions with each mall's general manager and security lead. Local briefings helped the consultant interpret the findings in the context of each site's operating environment.

What the review covered

Physical security and deployment	How site teams organise day-to-day security across public areas, car parks and back-of-house operations.
CCTV and access control	How surveillance, access arrangements and control room procedures support the people responsible for security.
Emergency preparedness	How plans, training and exercises support incident response and coordination with relevant partners.
Events and communications	How teams assess event risks, report incidents and share information during normal operations and disruption.

Benchmarking against comparable centres

PAL Protect compared security deployment with ten UK shopping centres of similar size and footfall. The comparison showed how comparable operators approached common questions about deployment and procedures. PAL Protect interpreted those comparisons alongside local risks, visitor expectations and operating practices before making recommendations.

From findings to a delivery plan

PAL Protect turned the findings into 35 recommendations, grouped by implementation timeframe. The proposed changes focused on how existing people, procedures and technology could work together more effectively across the portfolio.

16	13	6
Quick wins	Medium-term actions	Longer-term actions

What the recommendations addressed

The programme covered deployment and customer engagement, consistency in operating procedures, control room roles, incident communications and the evaluation of future technology. PAL Protect also shared reference material to help the client adapt procedures and develop its own implementation plans.

Tracking action at each mall

Each mall had a separate audit sheet. The consolidated workbook linked each recommendation back to a site observation and recorded the risk, the proposed improvement, the intended benefit, the delivery timeframe and the responsible owner. The workbook included a progress field and a red, amber and green status so local teams could record progress against the same plan.

What the handover made possible

Senior managers could compare priorities across all ten malls, and each site team had a practical record of what it needed to deliver. The report and workbook gave the client a basis for sequencing investment and reviewing progress after the consultancy ended.