

# Risk and Public Safety for Events

**ERMS** group

# 1

## ERMS Group

Background Information

ERMS group

## About the ERMS Group

- Started in 2007.
- Formed out of an identified need to support community organisations and not-for-profits in the area of public safety, compliance, risk and emergency management.
- Currently services clients across Australia

## About the ERMS Group

- Our clients are from diverse industries like:
  - Defence and Government
  - Aviation
  - Rail and Transport
  - Manufacturing and Petro-Chemical
  - Festivals and Events



rowland.



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## About Our Executive General Manager

- Spent eight years in law enforcement and investigation roles with government organisations and private enterprise.
- Then over ten years in providing risk, public safety, compliance advisory and emergency management services to a variety of organisations.

## About Our Executive General Manager

- Completed a Graduate Diploma in Disaster Science/ Public Safety in New York, and is one of five Australians and one of forty globally, admitted as Fellow of the Academy of Emergency Management.
- The inaugural Enterprise Risk Manager for Surf Life Saving Queensland.

## About Our Executive General Manager

- Former the Vice-President of the International Association of Emergency Managers,
- Member of the International Counter Terrorism Officers' Association, and
- Member of the Governance, Risk and Compliance Institute.



# Our Services

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## ERMS Group Services

- Public Safety Coordination
- Threat and Vulnerability Assessments
- Risk Management
- Emergency Management
- Crisis Planning
- Risk and Public Policy
- Investigative Analysis

# Event Management and Risk

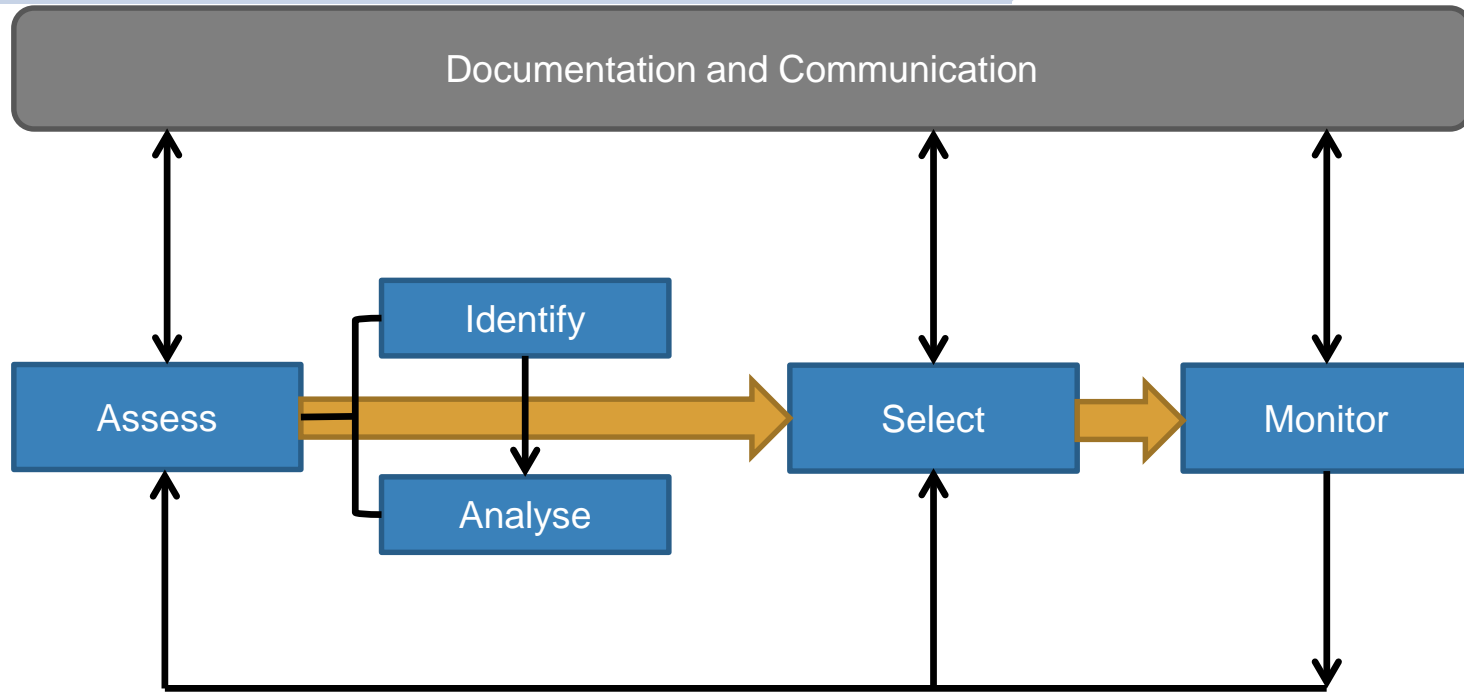
Establishing the Basics



## Event Management Process

- It is useful to begin with the process system for event management which includes assessment, selection, monitoring, communication, and documentation, because this process system is based on widely accepted process models for risk management.

# Event Management Process



## Risk Management: *The Basics*

- Just as with the event management process, the risk management process is a sequential and cyclical one, as well as an iterative one.
- Each aspect of an event has an impact on the whole event.
- Every decision made about an event could affect how the resources will be allocated.

## Risk Management: *The Basics (Cont'd)*

- Every event has various positive features to take advantage of and obstacles to overcome.



## The Role of the “Risk Manager”

- They must work with the organiser to ensure that risk management is infused throughout the planning and execution of the event and that the event organization is risk resilient - knowing the risks and being prepared to compensate for and finance them.



## Risk Management: *In Context*

- While some practitioners would happily agree that Risk is Risk, the ERMS Group with over 10,000 hours of emergency, public safety and risk management advisory services to events and festivals around Australia, believes it is imperative that you manage risk in the context of **YOUR** event.

## Case Study

13<sup>th</sup> July 1997: The Royal Canberra Hospital was demolished via implosion to make way for the National Museum of Australia. The spectacular demolition was advertised as an event so that the public could watch. Implosions around the world typically achieve international interest and over 100 000 people attended this event, making it one of Canberra's largest crowds ever.

## Case Study *(Cont'd)*

Tragically the implosion produced large pieces of shrapnel that killed a 12-year-old girl and injured nine other spectators situated more than 500 meters away. Prior to the event the engineers and relevant authorities did a risk assessment of the implosion, but this risk assessment was from the point of view of traditional civil engineering.



## Case Study *(Cont'd)*

When the implosion became an event, the risks were very different. The fact that the safety had been addressed from the civil engineering point of view obscured the fact that safety was different for the public. The risks that needed to be identified were those that were a risk to the event and its spectators.

## Risk Identification

- Examination of event elements and processes to define possible risks, triggers, and thresholds using a variety of methods.
- It begins with a clearly identified program plan, defining the goals and objectives for the event, the type and extent of activities, the people involved, and the processes to be used.

## Risk Identification (*Cont'd*)

- The outcome should be a list of potential risks to be analysed and prioritized for response actions.

## Risk Identification: *Tools and Techniques*

- Brainstorming
- Document Review
- Risk Matrix
- Hazard Mapping
- Event Risk Assessment Tool
- Scenario/Desktop Exercise
- SWOT/PESTLE etc

## Activity 1.1

- Working in groups of three-four come up with a list of risks for a carnival to be held on the beach foreshore.
- There will a bar serving mid strength alcohol and several amusement rides (Zipper, Jumping Castle, Ferris Wheel, Giant Slide, Clowns etc) It is expected to have around 1500 to 2500 people per day, with no fencing or defined boundary





## Risk Profile Tool

- Now that you have identified a number of risks for the potential event, take a look at the “Blank Risk Profile Tool”
- Read through the attached risk matrices to get a better understanding of how the tool works



## Risk Categories

- **STRATEGIC:** Stakeholder, Reputation, Governance etc
- **OPERATIONS:** Assets, People, Legal etc
- **FINANCIAL:** Market, Credit, Budgets etc
- **INFORMATION:** Information Management, Intellectual Property etc

# Risk Consequence Matrix

- The matrix defines the consequences across the risk categories as:
  - ▷ Insignificant
  - ▷ Minor
  - ▷ Moderate
  - ▷ Major
  - ▷ Catastrophic

## Risk Likelihood Matrix

- The likelihood matrix uses a Qualitative, Quantitative and Ratio based, and includes:
  - ▷ Rare
  - ▷ Unlikely
  - ▷ Possible
  - ▷ Likely
  - ▷ Almost Certain

# Risk Rating Matrix

- Calculating the risk rating for each risk is as simple as using the matrix
  - ▷ LIKELIHOOD x CONSEQUENCE = RATING
- E.G *Possible x Moderate = MEDIUM 52*

# Risk Rating Matrix (Cont'd)

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	<b>Medium</b> 40	<b>High</b> 48	<b>Critical</b> 72	<b>Critical</b> 84	<b>Critical</b> 100
Likely	<b>Low</b> 24	<b>Medium</b> 44	<b>High</b> 56	<b>Critical</b> 80	<b>Critical</b> 96
Possible	<b>Low</b> 12	<b>Low</b> 28	<b>Medium</b> 52	<b>High</b> 76	<b>Critical</b> 92
Unlikely	<b>Low</b> 8	<b>Low</b> 20	<b>Low</b> 36	<b>Medium</b> 64	<b>High</b> 88
Rare	<b>Low</b> 4	<b>Low</b> 16	<b>Low</b> 32	<b>Low</b> 60	<b>Medium</b> 68

## Activity 1.2

- Using the Risk Profile Tool for events, calculate the Likelihood and the Consequences for each of the risks (look at five of them), and present.
- Once you have rated these, try to develop suitable risk mitigation processes or risk treatments. E.G. To control risk of intoxication, all staff have RSA, security ratios in line with the act.

## Risk Profile Tool: *Completed Example*

- To help you understand how to complete a Risk Profile Tool for your event, the ERMS group and the Sunshine Coast Council have provided you with a completed one from the 2018 Festival of Champions



## Risk Management: *Integrated Controls*

- Once you have identified the risks, you need to address how you are going to manage these.
- You need to factor in the context of the event as well as how all of the risk treatments link together

## Types of Risk: *Festivals and Events*

- Legal and ethical compliance
- Health and safety
- Loss prevention and security
- Emergency management
- Site and infrastructure
- Communications and administration
- Reputation and crisis communication

## Legal and Ethical Compliance

- Responsibilities and duty of care inherent in the organisation and production of events
- Determine the legal obligations pertinent to events to manage risk
- Determine the obligations pertinent to events to manage risk by securing the appropriate compliance instruments
- Establish sound ethical policies, procedures, and practices to reduce risk exposure

## Guidance Documents

- *Building Fire Safety Regulations 2008*
- *Work Health and Safety Act 2011*
- *Liquor Act 1992*
- *Manual 12- Safe and Healthy Mass Gatherings*
- *ISO AS/NZS 31000:2009*
- *Code of Practice: Manual Tasks*
- *AS 3745:2010 Managing Emergencies*
- *And many more...*



## Health and Safety

- Recognize the fire and life safety issues pertinent to the event and integrate them into the event plans
- Incorporate the appropriate waste management, and other public health protection strategies
- Determine the applicable health and safety requirements and implement suitable procedures throughout the event endeavours



## Loss Protection and Security

- Planning by developing the appropriate contingency and continuity plans
- Evaluate the risk exposures of an event secure the proper insurance coverage
- Select the proper security personnel, equipment, deployment, and communications suitable for an event based on the type, scope, and identified.

# Emergency Management

Emergency management encompasses :

- The identification of possible emergencies,
- The assessment of their potential impact on the event and event population, determining
- The appropriate responses and the resources available to respond, the protocols for declaring and responding to an emergency,

## Strategic and Operational Needs

So how does an event manager manage, and document the processes and plans that they will need to manage RISK at their event. This doesn't matter whether you have engaged an internal risk manager, are doing it yourself, or your budget allows for a consultant.

**You must have written plans in place!**



## Strategic Level

- Risk Management Plan
  - Risk Assessments
  - Incident Reporting Form and Process
  - Contractor Management Process
  - Communications Plan
  - First Aid and Medical Plan
  - Lost/Found Dependant Plan
  - Emergency Maps and Plans

## Operational Level

- Traffic Management
  - Traffic controllers
  - Permits
- Transport
  - Public (Park and Rides)
  - Car Parking
  - Police Assistance

# Crowded Public Places

## Duties and Obligations of Event Managers

## Attacks on Public Spaces *(Cont'd)*

### Madrid, Spain

- 11<sup>th</sup> March 2004
- 4 trains - bombed
- 200 dead and 1,800 injured

## Attacks on Public Spaces *(Cont'd)*

### London, United Kingdom

- 7<sup>th</sup> July 2005
- 3 Trains on Underground - bombed
- 1 Double decker bus - bombed
- 52 dead and 220 injured

## Attacks on Public Spaces *(Cont'd)*

### Oslo, Norway

- 22<sup>nd</sup> July 2011
- Prime Minister's Office - bombed
- Youth Camp – shooting
- 77 dead

## Attacks on Public Spaces *(Cont'd)*

### Toulouse, France

- 11<sup>th</sup> to 19<sup>th</sup> March 2012
- Three separate shooting incidents
- French soldiers and school children were targets
- 6 dead

## Attacks on Public Spaces *(Cont'd)*

### London, United Kingdom

- 22<sup>nd</sup> May 2013
- British soldier Lee Rigby was stabbed on a London Street
- Attack prompted “vigilante” style violence across the UK



## Attacks on Public Spaces *(Cont'd)*

### Brussels, Belgium

- 24<sup>th</sup> May 2014
- Jewish Museum attacked – shooting
- 4 dead

## Attacks on Public Spaces *(Cont'd)*

### Sydney, Australia

- 16<sup>th</sup> December 2014
- Lindt Café Siege, Martin Place – shooting
- 2 dead plus hostage taker

## Attacks on Public Spaces *(Cont'd)*

### Paris, France

- 7<sup>th</sup> to 9<sup>th</sup> January 2015
- Offices of Charlie Hebdo attacked – shooting
- Kosher Store – shooting
- 17 dead

## Attacks on Public Spaces *(Cont'd)*

### Paris, France

- 13<sup>th</sup> November, 2015
- Concert Hall and Paris Streets – shooting
- 129 dead

## Attacks on Public Spaces *(Cont'd)*

### Brussels, Belgium

- 22<sup>nd</sup> March 2016
- Airport and train station attacked – bombed
- 32 dead and over 200 injured

## Attacks on Public Spaces *(Cont'd)*

### Istanbul, Turkey

- 29<sup>th</sup> June 2016
- Airport – bombing and shooting attack
- 41 dead and over 230 injured

## Attacks on Public Spaces *(Cont'd)*

### Nice, France

- 14<sup>th</sup> July, 2016
- Bastille Day Celebrations – Vehicle attack on streets of Nice
- 84 dead and 202 injured
- Offender shot by police

## Attacks on Public Spaces *(Cont'd)*

### Berlin, Germany

- 19<sup>th</sup> December 2016
- Christmas Markets – vehicle drove through crowded streets
- 12 dead and 48 injured



## Attacks on Public Spaces *(Cont'd)*

### London, United Kingdom

- 22<sup>nd</sup> March, 2017
- Westminster Bridge – vehicle and stabbing attack
- 4 dead

## Attacks on Public Spaces *(Cont'd)*

### Stockholm, Sweden

- 8<sup>th</sup> April, 2017
- Department store – vehicle driven through crowds
- 5 dead and 10 injured

## Attacks on Public Spaces *(Cont'd)*

### Manchester, United Kingdom

- 22<sup>nd</sup> May, 2017
- Ariana Grande Concert – bombing
- 22 dead and over 30 injured

## Attacks on Public Spaces *(Cont'd)*

### London, United Kingdom

- 3<sup>rd</sup> June 2017
- London Bridge – vehicle attack
- Borough Markets – stabbing attack
- 7 dead and 48 injured

## Attacks on Public Spaces *(Cont'd)*

### Melbourne, Australia

- 10<sup>th</sup> July 2017
- Bourke Street – vehicle driven through crowds
- 6 dead and 24 injured

## Attacks on Public Spaces *(Cont'd)*

### London, United Kingdom

- 15<sup>th</sup> September 2017
- Improvised Explosive Device (IED) created fire on train at Parsons Green Station
- Device failed to explode
- 30 people injured

## Attacks on Public Spaces *(Cont'd)*

### Las Vegas, United States of America

- 2<sup>nd</sup> October 2017
- Attack from hotel on festival – shooting
- 59 dead and 527 injured

# National Strategy on Protecting Crowded Public Spaces

- Crowded places such as stadiums, shopping centres, pedestrian malls, and major events will continue to be attractive targets for terrorists.
- The current National Terrorism Threat Level in Australia is **PROBABLE** as outlined on [www.nationalsecurity.gov.au](http://www.nationalsecurity.gov.au).



## National Terrorism Threat Level

- This reflects the advice of the Australian Security Intelligence Organisation (ASIO) that individuals and groups continue to possess the intent and capability to conduct a terrorist attack in Australia.
- The elevated terrorist threat is likely to persist for the foreseeable future and it is not confined to any one city or metropolitan area



CERTAIN

EXPECTED

PROBABLE

POSSIBLE

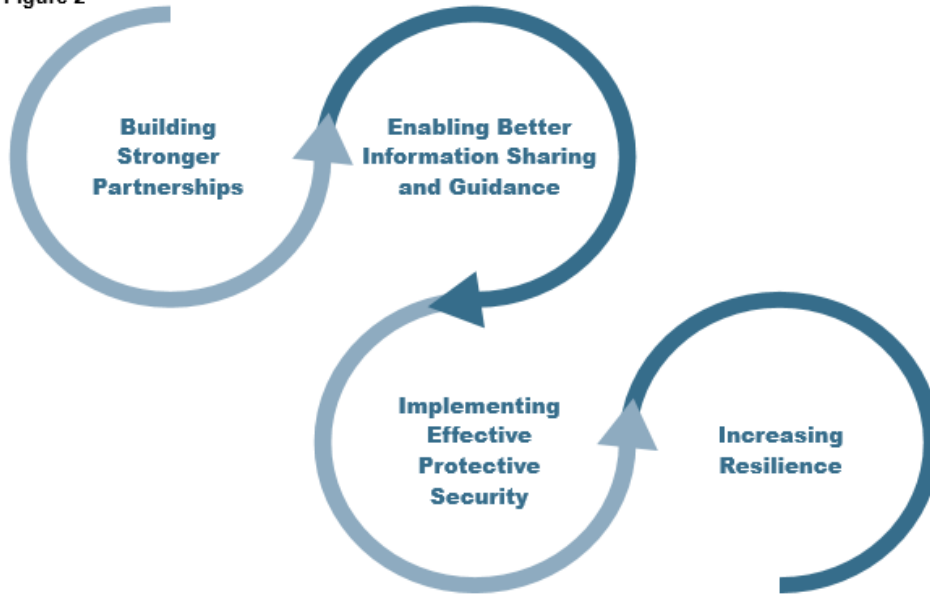
NOT EXPECTED

## Objective of the Strategy

- The key objective of the new Strategy is to protect the lives of people working in, using, and visiting crowded places by making these more resilient
- The key to achieving this objective is nationally consistent, proportionate and where possible preserve the use of “public spaces” for the community

## Objective of the Strategy (Cont'd)

Figure 2



## Owners and Event Managers' Responsibilities

- The reality is that it is not always possible to prevent all terrorist attacks from occurring.
- Owners and operators of crowded places have the primary responsibility for protecting their sites, including a duty of care to take steps to protect the people that work, use or visit their site from a range of foreseeable threats, including terrorism.

## Owners and Event Managers' Responsibilities (Cont'd)

- Even the most robust and thorough protective security plan may not stop a terrorist attack on a crowded place from occurring or succeeding
- Hardening and improving the resilience of crowded places relies on all stakeholders taking action to apply this Strategy
- **WE ALL HAVE A DUTY TO PROTECT CROWDED SPACES**

## Planning Tools

- The ANZCTC have developed some useful tools to assist event managers in addressing the risks associated with the crowded public spaces, and these are linked to a suite of guidance documents:
  - ▷ Self Assessment
  - ▷ Security Audit



## Crowded Places Self-Assessment Tool

This self-assessment tool helps owners and operators of crowded places to understand how attractive their location may be for a terrorist to attack. It then provides guidance on what steps to take next.

Experience has shown that the issues listed in this self-assessment are amongst those that terrorists consider when identifying a target for attack.

In order to complete the self-assessment, it is essential that you read the accompanying explanatory notes for each of the following statements. This will provide you with a better understanding of some of the terms and concepts that are used in the assessment.

It is important to remember that this self-assessment needs to be conducted from the perspective of a would-be attacker; not from your perspective as to the current level of security you have at your location.

Please note that the descriptive words around the numerical scale often differ from statement to statement. The factors that are most likely to influence terrorist target selection are rated on a scale of 1 to 7, other factors are rated on a scale of 1 to 5.



## Crowded Places Security Audit

Crowded places are sites and events open to use by large numbers of people on a predictable basis. They can be buildings or open spaces. A crowded place will not necessarily be crowded at all times as crowd densities may vary between day and night and may be temporary. Crowded places are potentially attractive to terrorists for reasons of location, symbolism, iconic stature, usage, crowd capacity or density of people.

Crowded places encompass a significant range of different locations, venues and businesses. They differ substantially in size and have different levels of risk to confront. For example, a large and complex shopping centre will have different security requirements than an occasional small street market or a large music concert. For this reason, the *Crowded Places Security Audit* does not attempt to provide a definitive list of all security matters that you must address for your location. It is important to remember that protective security measures should be **proportionate** to the level and type of threat.

This Audit document primarily aims to:

- Present a menu of security issues, some of which may be relevant to the type, size and risk profile of your crowded place; and
- Provide an impetus for you to address any security gaps in a proportionate manner.

It is important to remember that just because a security question has been asked in the Audit, and you have answered in the negative, this does not necessarily mean that your present security arrangements around that particular issue are defective.

Ideally, this Audit should be undertaken by those that have already completed the *Crowded Place Self-Assessment*. Owners and operators of crowded places with substantial protective security measures already in place will probably find that they have already considered the issues outlined in this Audit, along with additional issues specific to their location.

When selecting mitigations for security vulnerabilities, consider the results of the *Crowded Place Self-Assessment* you completed for your location. The self-assessment forms part of *Australia's Strategy to Protect Crowded Places from Terrorism*, located at [www.nationalsecurity.gov.au/CrowdedPlaces](http://www.nationalsecurity.gov.au/CrowdedPlaces). It is important the selection of mitigations is informed by the degree of attractiveness as a terrorist target that attaches to your crowded place. You should avoid investing in unnecessary protective security measures and ensure the functionality of your location are preserved as far as reasonably possible, while reducing vulnerability and increasing safety.

Professional security consultants are able to provide useful advice about protective security measures that you may require for your specific location. Selecting the right security consultant is very important and the things you need to consider before engaging a consultant are outlined on page 16 of *Australia's Strategy for Protecting Crowded Places from Terrorism*.

The Audit is not designed to fully address cybersecurity issues. If you have concerns with the security of your information and communication technology then the Commonwealth Government's CERT Australia ([www.cert.gov.au](http://www.cert.gov.au)) and the Australian Cyber Security Centre ([www.acsc.gov.au](http://www.acsc.gov.au)) are best able to assist.



## Inclusion of Public Spaces Documents

- The ERMS Group highly recommends that Event Managers should include copies of these two (2) tools with any risk and public safety plans submitted to council for an event permit

## Bringing it All Together

- We have made available for you the SCC Festival of Champions Operational Risk Management Plan to illustrate how this all comes together.
- If you have other templates that achieve the same outcome, council will need these as part of the planning phase.

## Guidance Documentation

- As part of assisting you the ERMS Group has also provided a list of public safety documents that can assist you in the planning of a safe and secure event



# THANKS!

Any questions?

Please don't hesitate to contact me at:

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