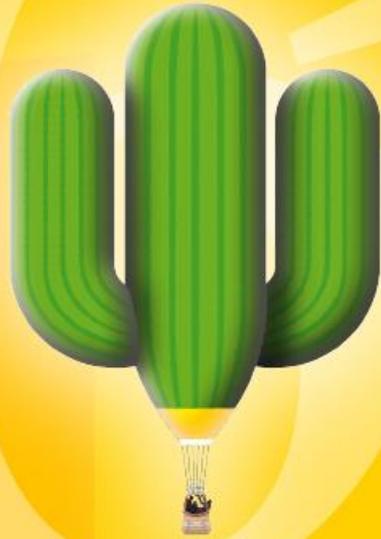


Managing Risk in Today's Uncertain Event Environment



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Annual IFEA Convention Expo & Retreat

www.ifea.com

Overview

Two part session exploring risk management and safety management systems for festivals and events in today's uncertain world.

For reference only (wont appear in final presentation)

In today's uncertain environment, event and festival organizers have a duty of care and in some instances, a legal obligation from Host Cities to have implemented a risk management process. An effective event risk management process provides a balanced approach to preventing the risks that can reasonably be controlled, learning to recognize the ones that can't be prevented, being prepared to limit consequences or damage to brand and, having the appropriate resources to recover quickly (business continuity) from an incident or emergency.

This session will explore the relationship of your business objectives and risk during event planning, an overview of typical event risks and practical measures to proactively manage risk on event day

“Almost any human endeavor carries some risk, but some are much more risky than others”

Anonymous



WHAT IS BUSINESS CONTINUITY MANAGEMENT ?

Critical Objectives: What the organisation, project, team, individual must absolutely strive to achieve. I.e. What are the priorities and what are less important.

Processes and Resources: The processes that will allow critical objectives to be achieved, and the resources required to support these processes.

Availability: Processes and resources must be capable and accessible. The capability to achieve critical objectives needs to be sustainable in the face of uncertainty.

- ***Business continuity*** - the capability of the Event / Festival Management Team to respond to a business disruption incident / situation by continuing to meet critical business outcomes with reduced available resources for a limited period of time.”

Thinking beyond safety & security risks

“resilience” as the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity.

An Evolving and Dynamic Risk Environment

Add latest examples from media

**IGNITION FESTIVAL CANCELLED AFTER
SAFETY CONCERNS**

Risk Management Terminology

- **Tolerable risk** -Risk at a level that can be accepted provided risk controls are implemented to reduce risk as low as is reasonably practicable, i.e. reduced to a point where it can be shown that the costs (in terms of time, money and/or effort) of further risk reduction would be disproportionate to the further benefits.
- **Controls** - processes used to mitigate risks in order to optimize the balance between risk and achievement of strategic / business objectives.
- **Incident/Accident Sequence.** An incident/accident sequence is a chain of occurrences that begins with a hazardous event and ends with the consequences of either an incident or accident.
- **Strategic Risk Management**

Our responsibilities

duty of care is a ***legal*** obligation which is imposed on an individual requiring adherence to a standard of reasonable ***care*** while performing any acts that could foreseeably harm others.

Linking it Together Risk Management, Planning & Business Continuity Management



Risk Management & Event Planning

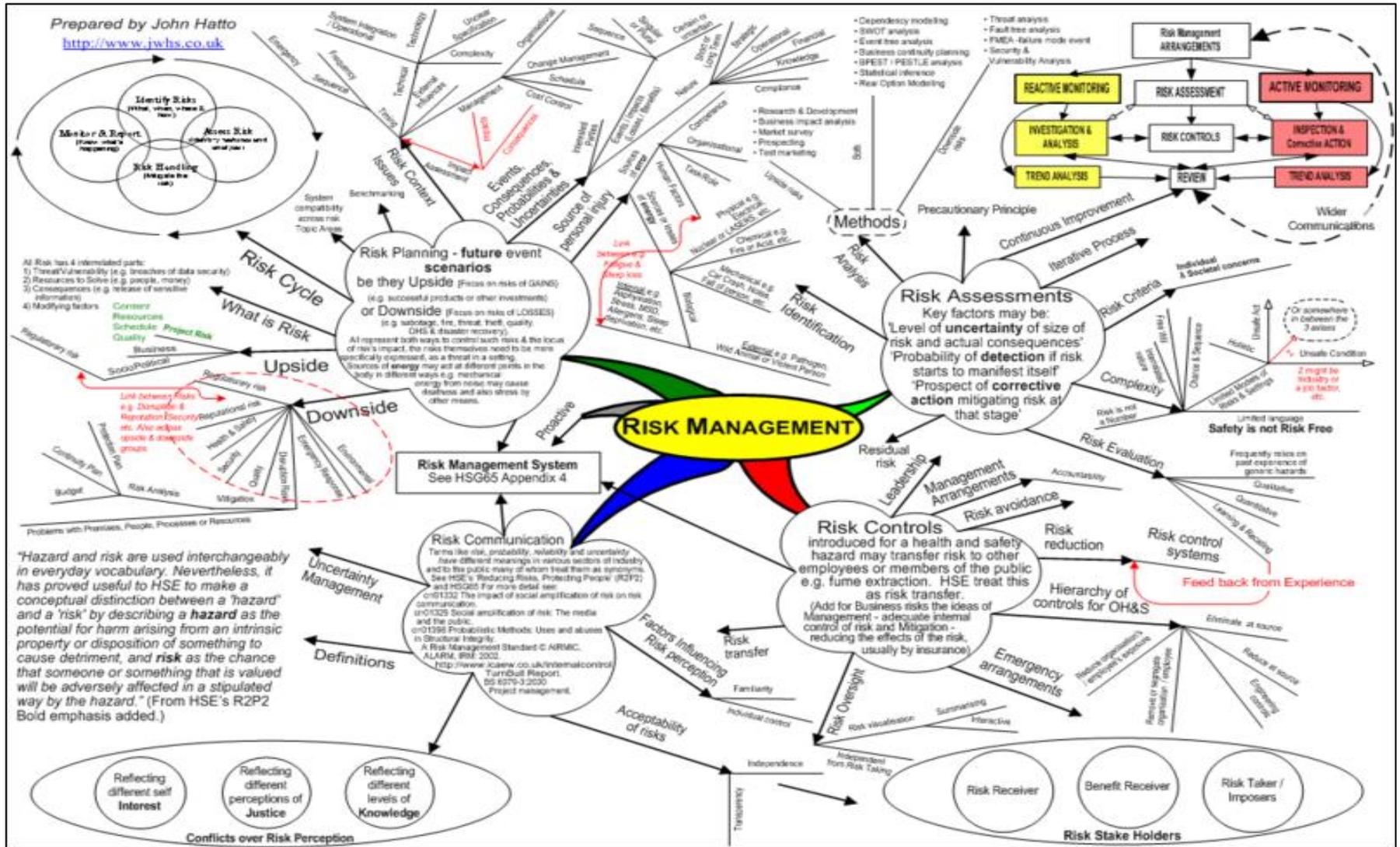
How can we utilize Risk Management into Event Planning and Preparedness?

- How does the Risk Management Plan inform planning?
- Preparedness: Reducing the Risk
 - Contingency Plans
 - Tabletop Exercises (TTX)
 - Event Simulations

Benchmarking Current Risk Management Practices

- **What are you doing** in terms of Risk Management ?
 - *Do you have a plan?*
 - *If so, who or what drives the process?*
 - *What are the benefits?*
- **How are you doing it?**
 - *Who owns the process /plan?*
 - *How was it developed and how is it managed?*

Demystifying Risk Management



Categorizing your Event Risks

- Categorizing risks into “like groups” allows the Event planning team to group and assign ownership of the identified risks to working groups or individuals.
- Typical categories may include:
 - Organizational
 - Public Safety & Security
 - Environmental
 - Operations
 - Financial
 - Infrastructure & Systems
- Also consider pre-event risks (**project risk management**) vs event day risks (**operational risk management**)

Event Risk Categories & Assigning Risk

Organization

- Lack of Planning & Integration with delivery partners
- Post Event Damage and Restitution
- Poor engagement / comms strategy with the City / Community

Operations

- Lack of Planning & Integration with delivery partners
- Staffing / Volunteer shortfall
- Communications Failure

Infrastructure & Systems

- Temporary Infrastructure Failure
- Venues / facilities not delivered on time
- Transportation system disruption
- Supply Chain Disruption

Financial

- Withdrawal of Title Sponsor
- Poor Ticket sales (not meeting target)
- Budget over-run

Environmental

- Adverse / severe Weather
- Fire
- Earthquake / Tsunami

Public Safety & Security

- Theft of critical / High Value assets
- Insider Threat
- Malicious damage
- Public Disorder (alcohol related)
- Crowd Crush - overcrowding
- Act of Terrorism / Active Shooter

Evaluating & Prioritizing the Risk – a Quantitative Approach



- Probability / Likelihood metrics
- Consequence / Impact metrics
- Risk Rating

- **Managing Cyber Risk Presented by Cyber Extortion and Other Emerging Threats**

How can the risk presented by the recent surge in ransomware incidents and other emerging cyber trends be managed properly? Presenters will examine recent case studies and the actions that could have mitigated the risk or prevented it altogether.

Event Day Safety Auditing

What's
the
plan?

