**APPLIED RISK MANAGEMENT AND CONTINGENCY PLANNING FOR SPECIAL EVENTS**

***A Practical Approach to Risk Management for Special Events***

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Presentation Length: 150 minutes

***Tuesday 16th January: 8.00 – 11.30am***

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

**Introduction 10 minutes (8.00 am)**

As professionals in the festivals and events industry, we find ourselves operating in an uncertain world with evolving risks from homegrown violent extremism, cyber-security threats, severe weather events, and competing programs within a saturated market.

Today more than ever, it is essential that cities and local organizing committees for festivals and events adopt a proactive approach to managing risk to ensure that their duty of care responsibilities are fulfilled, and that they are prepared to manage and recover from adverse events.

Effective risk management reduces the potential adverse consequences associated with the planning and delivery of festivals and events, leading to safer events, improved attendee experience and more resilient organizing committees and cities.

Implementation of risk management programs have a measurable impact and enhance risk-based decision-making processes, allowing for innovation and opportunity, while reducing the risks and consequences of adverse incidents. Festival and event organizing committees who have adopted a risk management approach are better prepared, more resilient and recover more quickly (both financially and reputationally) from adverse events, incidents and emergencies.

**Applied Risk Management and Contingency Planning for Special Events in today’s uncertain worlds**

**Risk management** is a central part of any event organizing committee’s planning cycle – it’s both an operational and “duty of care” requirement. What is it? It is a process whereby the event planning team methodically addresses the risks associated with their activities with the goal of treating or mitigating those risks which may have an adverse impact (financial, image and reputation etc) on the event is the risk is materialized.

Risk management is a critical success factor to delivering safe, secure and financially sustainable events.

**Contingency planning** is a systematic, risk based approach to implement plans, strategies and, or approaches to manage risks which have with a low probability of occurring but have potential for significant impact or consequence on the event. These risks cannot typically be mitigated or reduced due to operational or financial constraints.

Event Managers who have given thought to contingencies and possible responses, trained their team for the unexpected, are far more likely to successfully manage and reduce the potential impact of critical incidents or crises on their event.

**Session Objectives**

* Demonstrate a working knowledge of the fundamentals of risk management for festivals and events based on ISO 31000: Risk Management – Guidelines and Principles, and other industry best practice standards
* Develop an understanding of the relationship between risk management, safety and event security management, operational readiness and team preparedness for festivals and events
  + Explain the rationale for developing a special event risk management strategy, the relationship with business objectives and its importance as a critical success factor within the event planning cycle
  + Understand the principles of organizational resilience, incident management and business continuity and their application within the festivals and events environment
  + Demonstrate an understanding of best practice guidelines and practical approaches to mitigate and manage event security and safety risks
  + Develop an understanding of the principles for developing and facilitating risk based scenarios for tabletop exercises within an operational readiness program
  + Briefing on Year 2 project activity for risk management & practical group work

**Revisiting Risk Management 30 minutes (8.10am)**

* **Benchmarking current Risk Management Practices: Ad Hoc vs Process Driven** 
  + - What are we doing?
    - How are we doing it?
* **Risk Management Framework and Governance**
  + - ISO 31000:2009 Risk Management – Principles and Guidelines
    - The language of Risk – Risk, Risk Management, Probability and Consequence
* **A Practical Approach to the Event Risk Management Process** 
  + - Overview of the Risk Management Process
    - Risk Analysis – identifying and assessing the risk.
    - Identifying and Defining Probability (Likelihood) Metrics
    - Identifying and Defining Consequence Metrics
    - Calculating the Risk Rating – how to quantify the level of risk utilizing likelihood and consequence metrics.
    - How to produce a Risk Rating Matrix “Heat Map”
    - Barriers to the implementation of a successful Risk Management framework

**Identifying the “Top 20” Risks for Events – Group Work 20 minutes (8.40am)**

Participants in small groups will “brainstorm” what they perceive to be the top 20 risks that event organizers must identify in preparation for the operational delivery of their event.

This will be followed by a facilitated review of the risks identified by the groups and compared to the top risks identified during a recent industry survey.

**The Nexus: Risk Management and Event Planning Cycle 15 minutes (9.00am)**

The Nexus………  
*1. a connection between individuals or a link in a series; 2. a connected group; 3. a central focus*

* **Risk Management Planning – Key Issues to Consider for Event Planners**
  + - Why Risk Management strategies may fail during an event
* **How do we incorporate Risk Management within the Event Planning Cycle**
  + - People and Culture
    - Supporting the “Bottom Line”

**BREAK 15 minutes (9.15am)**

**Contingency Planning: “What keeps you up at Night” 30 minutes (9.30am)**

**Contingency Plans**

* **The Nexus between Risk Management & Contingency Planning**
  + - Linking contingency planning to the event Risk Management Plan
* **Contingency Plans**
  + - What are Contingency Plans & Why do I need them?
    - Key elements of a good Contingency Plan
    - I have a Contingency Plan – now what?
* **Group Discussion on Contingency Plans -** A facilitated discussion based on attendee experiences regarding the implementation of Contingency Plans during an incident or crisis
* **Case Study from the London 2012 Olympic Games “The Security Staffing Crisis”** – how the London 2012 Security & Resilience Department and its Security Partners responded to the G4S staffing shortfall 14 days before the Opening Ceremony.
* **Preparing your Team for the Unexpected!** 
  + - Reducing the Risk through “Preparedness” (operational readiness exercises)
    - How to prepare your team through Operational Readiness Exercises
    - Continuous improvement – incorporating Lessons learned

**Decisive Leadership – Incident Management and Decision Making 30 minutes (10.00am)**

* This session introduces the principles of decision making and incident management[[1]](#footnote-1) methodology for festivals and events in adverse conditions.

**Enhancing Safety and Security for Festivals and Events 30 minutes (10.30am)**

* An introduction to safety and security risk control measures and other best practices for security management adopted from Olympic security models and Dept. Homeland Security standards and guidelines.

**Year 2 Project Activity Brief 15 minutes (11.00am)**

**Conclusion 15 minutes (11.15am)**

Questions and Answers

* Summary
* Wrap up questions for the session & confirmation of Year 2 activity (risk management)
* Provide course and instruction evaluations to audience members

**(11.30am)**

1. Incident management is a disciplined process of managing an “adverse event” which has the potential to disrupt event operations, services or functions and may escalate into an emergency, crisis or a disaster if not managed effectively. [↑](#footnote-ref-1)