

PROACTIVE RISK MANAGEMENT:

UNDERSTANDING THE RELATIONSHIP BETWEEN RISK MITIGATION AND RISK CONTROL MEASURES

Risk management contributes to the achievement of resilience by identifying opportunities to build resilience into planning and resourcing to achieve risk reduction in advance of a hazard, as well as enabling the mitigation of consequences of any disasters that do occur.

Risk Management Fundamentals 2011, US Department of Homeland Security

Over the last two weeks, I have had the opportunity to present sessions on risk management and resilience to our upcoming industry leaders at the IFEA / NRPA Event Management School and to senior leaders at the 2019 Western Fairs Association (WFA) Convention and Trade Show in Reno.

One of my key take-aways from discussions with attendees during these sessions was the realization that very few festivals or events have documented their risks or adopted a structured approach to risk management. This is not to say, that risk management hasn't been adopted or taken seriously, but rather it tends to be an ad hoc process (discussed during planning and meetings but not documented) and either insurance led or

reactive – considered after an incident has occurred.

In this edition of 'Yesterday's Incident is Tomorrow's Risk' column, I would like to share some insights on how to proactively manage risks through developing an understanding of the relationship between risk mitigation and risk control measures.

The Risk Management Institute of Australasia (RMIA) describes risk management as "the systematic approach to protecting the things that we care about and maximizing our chances of success in all fields of endeavor.

In order to reduce or mitigate identified risks to a level "as low as reasonably possible", organizers must identify and implement risk control measures to either reduce the likelihood of the "risk event" from occurring and, or reducing the severity of

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RISK MITIGATION CONTROLS: ACTIVE SHOOTER

PREVENTATIVE

- Training in hostile surveillance detection & situational awareness
- Security screening to detect weapons + no bag policy
- High visibility patrols in the "Last Mile" (outside of the fence) - police, security & K9 teams
- Counter sniper teams (Police)
- Perimeter fencing, CCTV & signage
- Access control protocols
- Terms & conditions of entry - no weapons policy
- "Whole of Community" liaison & coordination with neighbors outside of the event site

DETECTIVE

- Background checks - workforce, volunteers & contractors
- "See something, Say something" - threat reporting processes (unusual behavior)
- CCTV surveillance
- Audits to assess effectiveness of security screening (detection) & access control
- Security patrols from pre-gates opening to departure of last guest
- Monitoring social media

CORRECTIVE

- Emergency Response Procedures (ERP) - evacuation / shelter in place / lockdown
- "Mission Ready" - operational readiness & preparedness:
- Pre-event scenario based training (Table Top exercises) with all stakeholders to validate ERPs & comms protocols
- Pre-event "Just in time" team leads training & drills on ERPs
- Front line staff trained in "stop the bleed" (2hrs) + bleed control kits onsite
- EMT's deployed onsite Mass Casualty Incident Plan
- Insurance policies

the consequences (impacts) to the organization and its critical success factors (business objectives).

What are risk control measures? A risk control measure is any process, policy, device, practice, or other action that modifies risk through reducing the likelihood and or the severity of consequences associated with the risk (ISO 31000 [2018]: Risk Management - Guidelines).

There are three types of risk control measures that influence or reduce the likelihood and consequences associated with a risk event:

- **Preventative Controls** – proactive measures to reduce the likelihood of the risk from occurring e.g. *changing programming dates to avoid adverse seasonal weather patterns.*
- **Detective Controls** – do not prevent the risk from occurring but provide early warning of an increased exposure to the risk or identifies failures or gaps in existing control measures e.g. *contracting a meteorologist to provide onsite weather forecasting to monitor potential severe weather patterns.*
- **Corrective (reactive)** - *doesn't prevent the risk from*

occurring but reduces the severity of consequences after the onset of the risk e.g. Event Cancellation insurance to ensure financial resilience of the festival if it is cancelled due to severe weather.

Given that the risk of active shooter or active assailant incident during a festival remains an enduring concern to all CEOs and Executive Directors that I have spoken to, the following matrix provides a practical example of how individual risk control measures (if implemented) can collectively reduce the likelihood and consequences (level of risk) associated with an active shooter.

It should also be noted that many of the risk control measures described in this matrix, also apply to other risks. Documenting your risk controls for identified risks will provide a deeper understanding of how you are proactively managing risk across your organization.

Embedding an enterprise wide risk management approach within your organization is a proven strategy to ensure that risks are proactively managed (through risk control measures), as

opposed to a traditional siloed approach, and drives risk based decision making that enables the Board, senior leadership and line management to protect value and pursue opportunities in today's dynamic and disruptive risk environment.

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