



The Levitt network Safety & Security Forum: Recap of Sessions 1-4

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June 11, 2024

Session Overview

- Overview
- Recap of sessions 1-4, an opportunity to reflect and ask questions on topics discussed to date
- Case Study: Levitt at Sioux Falls 'Event Risk Register'
- Fall Series training program
- Parting thoughts

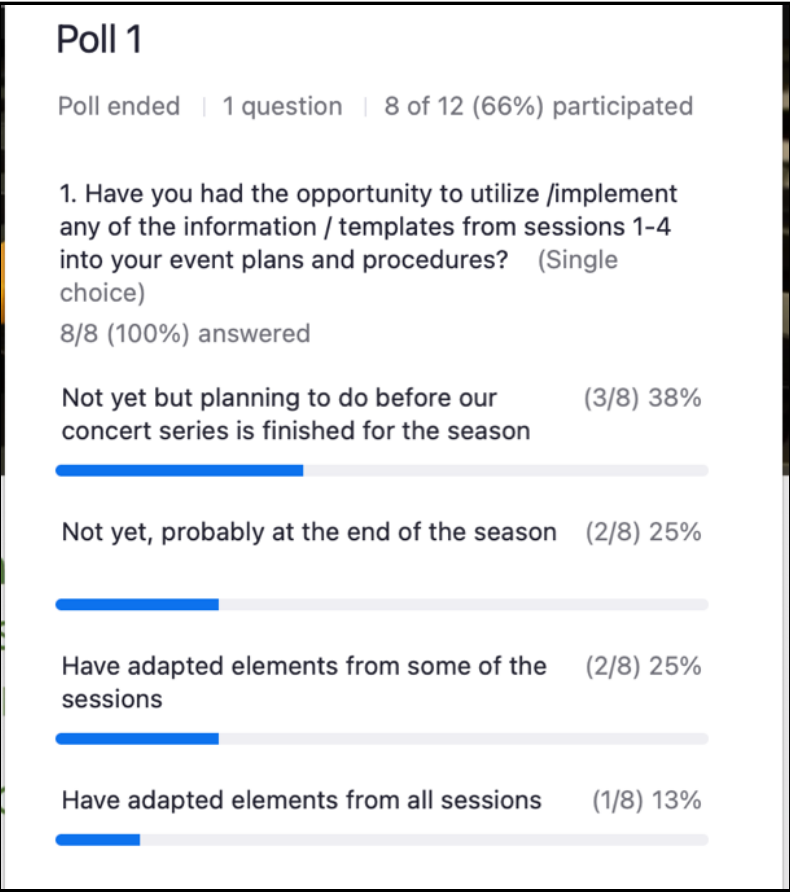
Phase I. Spring Training Series: 16 April – 11 June 2024

- **16 April: Introduction to Event Risk Management Fundamentals** and data-driven approaches to managing risk: Includes best practices for incident reporting and assessing near misses
- **30 April: Enhancing Your Team's Security Awareness:** Risk mitigation through situational awareness and de-escalation techniques for disorderly guests
- **14 May: Staying Ahead of the Storm Front:** Planning principles for developing and enhancing concert evacuation plans and severe weather decision matrix
- **28 May: Developing your Event C3 (Command, Control, and Communication) Plan:** Internal and public communications, escalation protocols, and decision-making under uncertainty



Poll Question # 1: Have you had the opportunity to utilize /implement any of the information / templates from sessions 1-4 into your event plans and procedures?

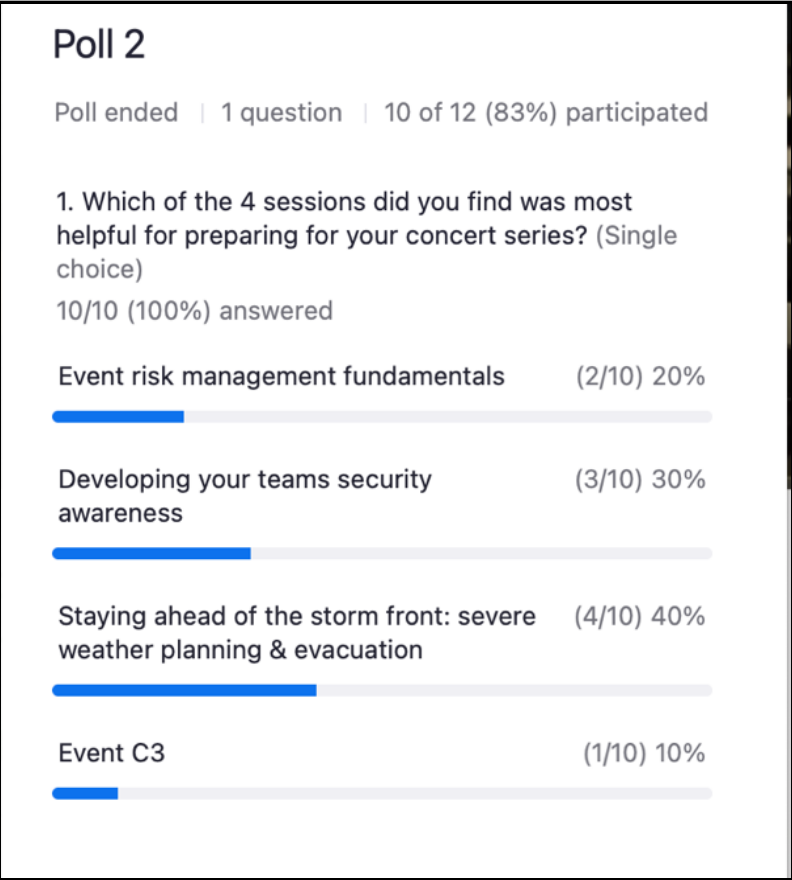
- Not yet but planning to do before our concert series is finished for the season
- Not yet, probably at the end of the season
- Have adapted elements from some of the sessions
- Have adapted elements from all sessions





Poll Question # 2: Which of the 4 sessions did you find was most helpful for preparing for your concert series?

- Session # 1 – Event risk management fundamentals
- Session # 2 – Developing your teams security awareness
- Session # 3 – Staying ahead of the storm front: severe weather planning & evacuation
- Session # 4 – Event C3



Questions & Reflections



Event Risk Assessment & Management Plan 'Event Risk Register'

Version: Draft 1
Correct as at: June 10, 2024

Levitt at the Falls: Identifying our critical success factors

Critical success factors (CSFs) are the specific elements or activities that are deemed essential for FOLs or AMP grantees to achieve their designated mission, vision and/or objectives for their concert series and/or business strategy. CSFs focuses the event management team efforts on the most impactful areas that underpin the success of their business strategy, projects and/or concert series.



Levitt at the Falls: Our critical success factors

- **Attendance**
 - Diversity of guests
 - Reaching the previous year's average (bums on the lawn)
 - Full activation on lawn
- **Guest experience**
 - Engaging with other guests
 - Full dance floor
 - Dwell time at venue
 - Quality of artists
 - Positive PR on social media
- **Equity, Diversity and inclusion**
 - Building community through music
 - Available parking lot for ADA
 - Audience demographics represent larger SuFu demographics (in gender, age, race, economic)
- **Financial sustainability**
 - Have 1 year's budget in bank
 - Maintain around 86% sponsor retention and friend members around 77%
- **Safe and secure**
 - everyone goes home at the end of the night
- **Brand and reputation**
 - everything we do represents our strategic plan and mission



Levitt at the Falls – Risk Identification Exercise

Group discussion exercise with the event core management team to identify the known risks (incidents which have occurred previously) and the 'known, unknown's - risks we are aware of, but have never occurred/manifested at an event during our previous concert series

...talking about risks is not risk management. Nor does it mean that you have properly and adequately managed risk if you have a certificate of insurance.

Berlonghi, 1990

Berlonghi, A. (1990) *The Special Event Risk Management Manual*. Dana Point, CA: Alexander Berlonghi

Levitt at the Falls: Event Risk Identification Matrix

- Petitioners disrupting guest experience during the concert
- Dog bites
- **Weather** - Evacuating people because of severe weather (weather triggers decision to halt or cancel)
- **Individuals experiencing mental illness that could cause harm to themselves or others**
- Trips and falls
- Car accidents with other cars and pedestrians
- Theft
- **Separated children from their authorized guardian or parent**
- Sucky band (or audience perception of band - **audience perception of the genre of artists or programming does not resonate with the audience**)
- Physical or verbal altercation between guests
- **Physical or verbal threats to staff or volunteers**
- Creepy people (with cameras)
- **Weapons and being an open-carry state**
- **Medical incident**
- Intoxication and overdose
- **Fundraising and donorship does not reach forecasted targets**
- Venue design introduces health and safety hazards for staff
- Forecasted high temperatures
- Poor air quality as a result of regional wildfires that would trigger event cancellation
- **Overcrowding**
- Urban encroachment and noise complaints
- Environmental contamination and remediation
- **Active shooter/assailant**
- Fire
- **Equipment failure**
- Loss of power during a concert
- Loss of POS system connectivity
- Staff injury or absence (or death)
- **"The ability to attract, recruit and retain high-caliber staff, seasonal contractors and volunteers"**
- Loss of access to data network
- Compromise or leakage of confidential data
- Unauthorized access to stage or backstage

Yellow - identifies top 12 risks as identified by the core team

Risk Screening & Ranking Exercise: Top 12 Risks

During this exercise, the event management core team ranked their top 12 risks from 1 to 12, 1 being the risks which may have the most significant impact on their concert series 'critical success factors':

1. Active shooter/assailant
2. Evacuating people because of severe weather (weather triggers decision to halt or cancel)
3. Individuals experiencing mental illness that could cause harm to themselves or others
4. The ability to attract, recruit and retain high-caliber staff, seasonal contractors and volunteers
5. Fundraising and donorship does not reach forecasted targets
6. Serious medical incident or death
7. Overcrowding
8. Ineffective reunification procedure of separated children with their guardian or parent
9. Weapons and being an open-carry state
10. Equipment failure
11. Physical or verbal threats to staff or volunteers
12. Audience perception of the genre of artists or programming does not resonate with the audience

Risk Mitigation Plan: Identification of Risk Control Measures

Preventative Controls (reduce likelihood)

Making the shell less inhabitable as a place for sleeping (turn off power to the stage, lock bathrooms, turn on stage lights)	Green
Stage signage describing the use of stage and setup	Red
Create and sustain relationships with the unhoused community	Yellow
Awareness training	Yellow
Engage with the support networks for these individuals within our community	Yellow
Redirect unhoused to an appropriate service or agency for their needs	Yellow
Setting boundaries	Yellow

Risk Statement

Individuals experiencing mental illness or those under the influence of alcohol and/or narcotics that could cause harm to themselves or others on event days at the Levitt Shell.

Source of risk "Why":

- Proximity of shell to downtown
- Attractiveness as a shelter from the elements
- Access to Wi-Fi and power
- Perceived safety of space
- Public bathrooms

Impact analysis:

- Additional time cleaning up
- Health and safety risk to staff from biohazards and paraphernalia
- Create uneasy atmosphere for staff and audience due to behavior of the individual
- Increases likelihood of altercations
- Schedule interruptions based on staff dealing with the individual
- First responders not properly handling the situation based on frequency of calls for service or specialized resources are not available to handle the situation
- Staff or volunteer retention

Preparedness Controls (reduce impact and harm)

Response	
De-escalation training to prepare staff for engagement with "special friends"	Yellow
Contact agencies which provided services for "special friends"	Yellow
Only resort to 911 call for service in the event of a threat to a staff member, patron, or themselves	Green
Establish escalation and communication protocol for notification to staff members from volunteers	Yellow
Recovery	
Document incident report as required and debrief among staff	Yellow

Risk Mitigation & Risk Control Measure Self Assessment

Event organizers/planners have a duty of care to reduce foreseeable risks to a level as “as low as reasonably practicable” (ALARP) through implementing risk control measures (RCM) that collectively mitigate or reduce: (1) the likelihood of the risk event (incident) occurring & (2) if the risk occurs (incident), reduce the potential severity of the consequences or impact/harm. A pro-active approach to risk management is predicated by identifying and implementing appropriate risk controls to each of the identified risks, and most importantly, ensuring that designated RCMs are continuously monitored and assessed to measure their effectiveness.

Conducting a self-assessment of risk control measures aims to evaluate and improve the event management team's ability to identify, manage, and mitigate risks. During this exercise (process), the event management team were asked to rate the effectiveness of their existing risk control measures based on three criteria: effective, somewhat effective or ineffective (refer to criteria below).

EFFECTIVE

The RCM has been implemented, RCM owner has been assigned and the RCM has been assessed to be 'effective' – it has been audited, tested/practiced and/or executed during an event

SOMEWHAT EFFECTIVE

The RCM has been implemented, but has not been tested, audited or practiced e.g. evacuation plan

INEFFECTIVE

RCM hasn't been identified or implemented, or if the RCM has been implemented, it has limited or no effect on mitigating the designated risk e.g. frequent reporting of near misses or incidents

Risk Control Measure - any process, policy, device, practice, or other action that modifies risk through reducing the likelihood & or the severity of consequences associated with the risk

ISO 31000 (2018) Risk Management – Guidelines

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Phase II. Fall Training Series: September – November 2024

- **The 'Levitt Safety & Security Forum #2'**: post concert series Levitt network lessons learned & 'what worked'
- **Essential Event First Aid** and Responding to a Medical Incident
- **Safe and secure inclusive concert series events** through 'soft security' measures and stronger relationships with Law Enforcement and Private Security
- **Mitigating crowd safety risks** through design, information and management, tips/techniques for crowd counting
- **Event Readiness**: preparing your team for the 'knowns and unknowns' through 'what if scenario' discussion exercises - tabletop exercise (TTX)
- **Part II Levitt Network Safety & Security Forum #3**: Recap of sessions 5-8

Parting Thoughts





**Thank you for
joining us!**