

Crisis Management and Recovery for Events

Supplementary questions

3: From Risk to Resilience: Contemporary Issues in Event Risk Management

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- 1. Techno-scientific theorists argue that lay persons intuitive and subjective risk-based judgements and decisions are inferior decisions as compared to an objective, techno-scientific approach. Do you agree or disagree with this argument and why?**

The techno-scientific perspective contends that risk is an objective process whereby hazards and threats are measured through the calculations of likelihood and consequence by risk experts, as opposed to event organizers who rely on intuitive risk judgments based on a foundation of experience which seldom includes previous experience with the risk itself. The body of evidence supports that subjective risk assessments should not be considered erroneous or biased, particularly when an event organizer's risk judgments or opinions differ from that of an expert risk assessment. However, event organizers should still appreciate that subjective risk assessments remain prone to bias, error with an inherent potential for over-estimation or under-estimation of risk, which may result in ill-informed decisions.

- 2. Critically analyse 'risk ranking' as a risk assessment approach as compared to a probabilistic risk assessment.**

Probability risk assessments (PRA) are often viewed by event organizers as being overly complex and challenging. Event organizers typically have limited risk management knowledge or experience to construct likelihood and consequence metrics and risk level statements required to support a PRA. In comparison, 'risk ranking', requires limited experience or knowledge to rank and prioritize events risks through a comparative, subjective risk assessment exercise. Additionally, it provides team-based professional development opportunities for all levels of event management to engage in risk discourse, fostering a heightened level of risk awareness and the opportunity for horizontal integration across typically, siloed event functional areas. However, event organizers should remain cognizant that subjective risk assessments are prone to bias, leading to a potential for over-estimation or under-estimation of risk, which may result in ill-informed decisions.

- 3. It has been contended that experienced event organizers make better decisions under pressure using heuristics rather than a more deliberate, systematic approach; does this assertion equally apply to inexperienced event organizers and event professionals?**

Event organizers rarely have the necessary information or time for an analytical based decision-making process within dynamic and complex multi-agency environments. Under these conditions, naturalistic decision-making allows event organizers to leverage their foundation of expertise, experience and intuition to reach timely 'satisficing' decisions. Inexperienced event organizers on the other hand, like many other professionals, have great difficulty making decisions and judgements under uncertainty and their decision-making can be improved through adopting a more deliberate 'checklist' based approach to support decision-making.

- 4. How would you apply situational crime prevention (SCP) principles to reduce the potential risk of terrorism and other acts of mass public violence occurring at your event?**

Event organizers must think like terrorists and view their event through the targeting lens of a terrorist or lone wolf for target selection and then apply Clark and Newman's eight vulnerability and attractiveness criteria based on the acronym EVIL DONE: exposed, vital, iconic, legitimate, destructible, occupied, near, and easy. Event security counter measures should be identified, considered and applied, based on SCP principles: (1) increasing the

effort needed to commit the crime, (2) increasing the risks of discovery, (3) reducing the reward, (4) reducing provocation and (5) removing excuses by making standards clear.

5. What are some of the challenges confronting an event organizers ability to enhance their cyber-security capability and resilience to cyber threats?

Event organizers like other small businesses, tend to be more vulnerable to cyber threats due to inherent technological and organizational weaknesses compounded by limited resources and capital, limited or no dedicated IT security staff, a lack of technical expertise and knowledge and conflicting business priorities.