

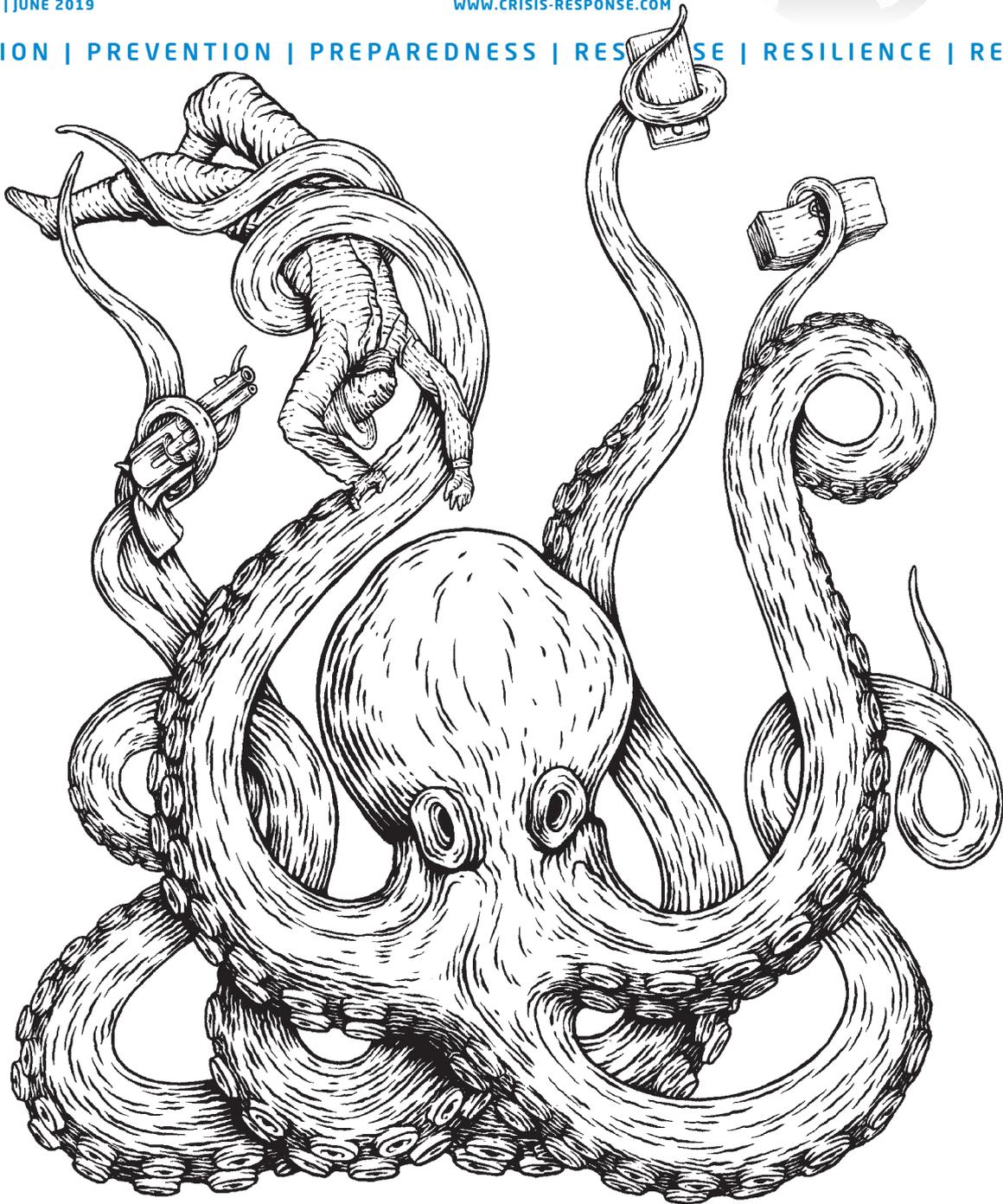
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KIDNAP AND RANSOM

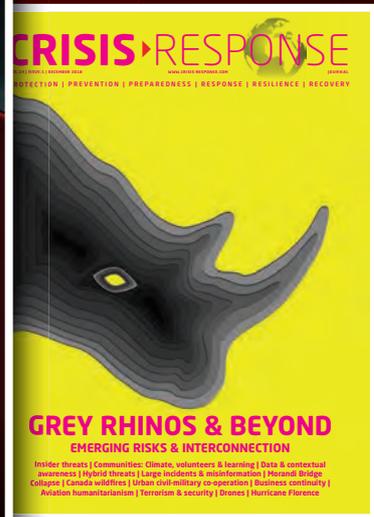
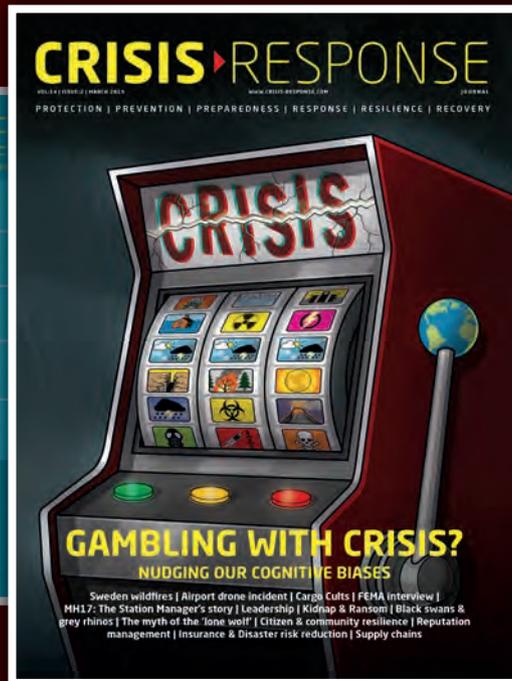
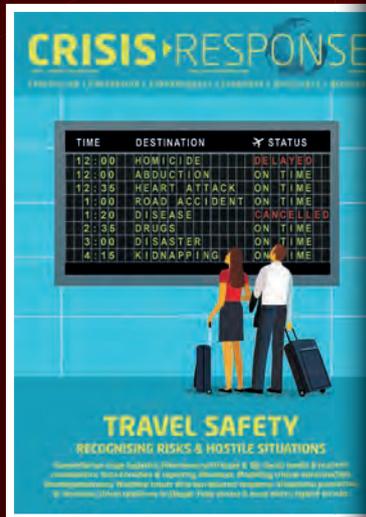
THE MANY TENTACLES OF EXTORTION & CRIME

Interviews | Volcanic exercise in Iceland | Attacks on places of worship |
Deradicalisation | Biases in security | Planning for major events | Leadership & Human
factors | Stratcom and security | Psycholinguistic profiling | Supply chains | Climate

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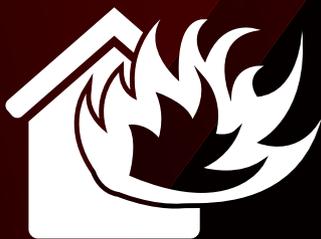
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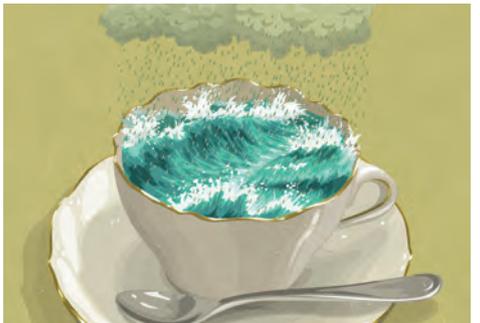
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comment

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Cover image: Artkrieg

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The CRJ team has been travelling far and wide these past few months, attending events and helping with conference input, always listening and learning.



Because this is the best way to find out the trends to watch, what is keeping people awake at night and what our readers need. And what we have learnt is all reflected in our content – this edition covers natural hazards, governance, extremism, community and public issues, human factors and leadership, corporate resilience, technology and kidnap, extortion and ransom.

Our cover might raise a few eyebrows (we hope that it does!) and we tussled with the concept. How best to conceptualise visually the facets of organised crime, extortion, kidnap and ransom – from cyber extortion to blackmail using witchcraft or hostage taking?

All these subjects are covered from p68 onwards, as well as views on the multi-layered aspects of negotiation and investigation.

Ultimately, as outlined on p76, such crimes are human in their nature. They are committed by humans against humans and are responded to by humans. Thus, human understanding is vital to safe resolution and this applies equally to other risks.

As with all crises, prevention and preparedness are by far the best option. So why do we so often fail to understand and appreciate the scale of some hazards and threats? Turn to p58 to learn more about psychological predispositions that affect how we perceive and respond to security risks.

This issue also features interviews with genuinely inspirational experts; and we have more up our collective (and rather voluminous) editorial sleeves. On p12 read Alice Hill's views on climate, security, communities and business. Page 18 discusses how we should put humanity's progress into perspective. And on p36, I talk to Nicolas Hénin, whose ten months in captivity in Syria qualify him to provide a unique first-hand insight into the issue of foreign fighters.

Whether discussing environmental impacts on society or businesses, duty of care, or helping staff who have experienced trauma, extortion or kidnap, supply chain resilience, reputation management or leadership – the foundations are the same.

Human factors, our inbuilt biases and the interconnected systems that we have created, mean that humans are not only the problem, they are the solution.

Humans created our multifaceted world, and only we can solve the problems.

Empowering laypeople p40



Валерий Качаев | 123rf

Supply chain disruption trends p90



Peter Hermes Furian | 123rf

A risk mitigation platform in crisis response

Chris Kemp explores the possibilities of creating a generative risk management platform to aid crisis response in large scale events, using the Roskilde Festival in Denmark as an example of good practice in the event and festival industry

T

he sustainable mitigation of risk is difficult to deliver in an age of profit versus safety. In many areas of the event industry, cutting corners means disturbing the safety equilibrium. This, in turn, heightens the event space's risk and resilience. For many years we have dismissed the notion that near misses provide an insight into future incidents. However, after reflecting on this issue and a small number of event producers using pattern recognition possibilities, it has been acknowledged that some near misses were indeed precursors of subsequent major incidents.

Dickie (1995) states that there are four key factors associated with the majority of crowd disasters: Inadequate planning; an excited crowd; lack of crowd management and control; and a flaw or hazard in the facility design.

In the UK, we only need to go back to the disaster at the Hillsborough football stadium in 1999 – in which 96 people died and nearly 800 were injured – to realise this. Two previous semi-finals before the Hillsborough disaster were blighted with similar crowd issues, but no steps were taken to mitigate the risk.

In his article on the Hillsborough Disaster for the *Guardian* on May 10, 2016, David Conn identified that: “The inquests heard evidence of problems at all three semi-finals the FA held at Hillsborough in the 1980s, before it selected the ground again in 1989. In 1981, there was a serious crush on the Leppings Lane terrace where catastrophe would descend eight years later: 38 Tottenham Hotspur supporters suffered injuries serious enough to be treated in hospital or by St John Ambulance, including broken arms, legs and ribs.”

This lack of foresight and an inevitable blinkered approach to security and safety will inexorably result in future challenges where heed is not taken of previous issues, or of identifying the possible shortcomings of an event.

Langston, Masling and Asmar (2006) state that: “Poor venue design and crowd management as a result of inadequate research into crowd behaviour has led to

many disasters resulting in a loss of life and injury.”

Fruin (1985, 1993) identifies a range of factors related to the occurrence of crowd disasters. He states that increased force, lack of information, inappropriately designed or inadequate space and the lack of consideration given to the management of crowd flow and density all contribute to such issues. Sime (1995) and Pauls (1984) also concur with the main findings of academics and practitioners in this area.

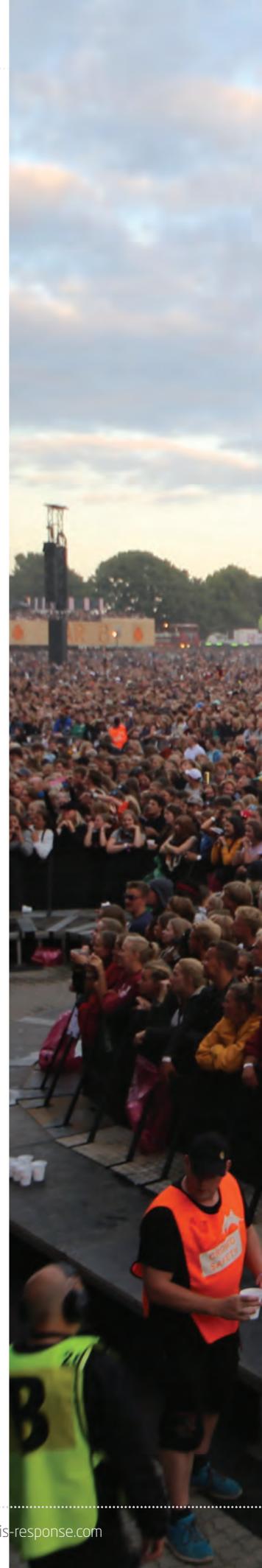
Au *et al* (1993) define overcrowding as: “The situation where an excessively large number of people are gathered in a defined area. This may in turn lead to injuries or death.” These authors go on to say: “The point at which an area is deemed to be overcrowded can be derived in two distinctly different ways: (1) Objectively in terms of the number of people in an area (crowd density), this may be in any given area within the venue or within the venue as a whole; and (2) Subjectively in terms of the viewpoint of individuals (ie crowding may be viewed as a psychological phenomenon).”

Crowd psychology

This approach shows that crowd research is not just focused on the dynamics, but is also linked to crowd psychology and social interaction.

Roskilde Festival in Denmark has learnt the hard way, through suffering the full brunt of an accident in 2000 where nine young people were crushed to death during a Pearl Jam concert.

The findings of the nine judges appointed to review the event were important, as they identified elements that were difficult to mitigate unless there was a known understanding of their applications. The fine balance between blame and unforeseeable circumstances is an important lesson to be learned from the Roskilde case. One element cited in the Zealand public prosecutor's report just after the incident, identifies that the crowd pushed forward towards the stage owing to poor sound quality. However, the report adds: “The poor sound was probably due to the relatively





Some near misses in the major events field were precursors of major incidents

Author photo

strong wind which blew across the audience area.”

Such occurrences are difficult to mitigate, given the underpinning rationales related to natural features that are not within the gift of the most experienced concert promoter to forecast.

The only way to mitigate unknown risks is to create assessment possibilities that will allow those tasked with creating a risk assessment and managing risk to ensure they cover every eventuality, and that these vital support mechanisms are fluid and dynamic. Working with the Roskilde team of seasoned professionals and new dynamic providers, it is clear to see that their safety culture is based around a generative approach, with a fallback to proactive in cases of the unknown unknowns.

This is unusual at events and venues, as most staff members would place themselves in a reactive to proactive stance, as identified through our research with event managers. So, what has engendered this type of approach?

The members of the Roskilde management team are very aware of the circumstances that took place before, during and after the accident. However, rather than consign these circumstances to memory – with the consequent possibility of a loss of dynamic – they have taken proactive steps to focus on the next possible issue or challenge that might occur, using the accident as a starting point in a development process.

To highlight the generative approach to crisis response, the author showed a video of an incident at another outdoor event to the Roskilde Security Manager. In the video, the circular motion of the crowd was enhanced by the configuration and shape of the front-of-stage barrier, which was similar to that used by the festival team at Roskilde.

This resulted in a crowd collapse at this particular event and significant issues within the crowd took place, which could have resulted in fatalities and serious injuries.

After observing the video, the Roskilde team elected to remove the curved area in the barrier, even though this barrier configuration, which was similar to that shown in the video, had been safely utilised and managed for 17 years. Thus the configuration was modified, turning the two pens into a single pen and employing carefully thought out angles and safety planning to mitigate the possible risks and, hopefully, avert the need for a crisis response.

To mitigate the possibility of lateral movement, the team created a small nipple in the centre of the barrier, which enabled both a steadying effect and a two-way access-egress point rather than the former configuration, which had one way in and the same way out.

The pain of the incident at the Love Parade in Germany 2010 was also still fresh at all outdoor events, as this incident was caused by a similar system where the same ingress-egress delivery was used; this caused too many people to pass through a space that was too small, creating one of the distal causes of the fatality of 21 persons at the event.

By understanding the dynamics of two incidents – The Love Parade in 2010, where 21 people died in a crowd disaster, and the Libertines at Hyde Park in 2014, where a crowd crush led to eight people being taken to hospital – then taking steps to mitigate the underlying causation of the incidents both proximate and distal, the Roskilde team worked with experts to

create an alternative and safer method of managing the crowd. This was carried out by creating a more structured and managed space into which the crowd was delivered, providing safer ingress, circulation and egress.

The only way to create a generative risk strategy and thus a sustainable crisis response platform is to create an interdisciplinary and interoperable approach to working at events.

With Roskilde Festival, this structured approach to all areas of the event is being applied systematically, so that each year new areas of the festival are falling in line with each other, providing a gradual but sustainable and auditable process that delivers increased resilience as it is developed. This holistic approach focuses on the prioritisation of safety elements and transparent delivery, so that all of those involved are continually apprised of any challenges that arise.

All staff, no matter whatever their level, are empowered in their role within the organisation, which provides trust and support if an incident occurs. This is supported by a measurement system that not only utilises a quantitative approach, but tempers it this with a qualitative delivery, providing both a physical and psychosocial view of the event.

Malleable delivery envelope

The elements already in place comprise psychosocial delivery focused on creating a community of support from all stakeholders linked to the festival, which speeds up communication and creates a malleable delivery envelope. Counter terrorism activities are integrated into the event structure, both physically and psychosocially, to provide a holistic approach to the delivery of threat and risk activities.

Crowd safety, which is often ignored as many think that this is carried out through osmosis, is actually a central column to the Roskilde event.

Finally, ingress and egress strategies are constantly refined and developed year on year, to ensure the safest possible crowd movement related to crowd flow into, out of and through the festival footprint.

The balanced approach provided by Roskilde helps to develop the psychosocial health of the internal and external customers while maintaining the physical necessities that create an excellent and safe event. This is maintained through the interoperable delivery between the blue light and emergency services, linked to other key stakeholders including paid staff, volunteers and the public, all of which contribute fully to the festival experience.

This enables command and control and counter terrorism support to remain a central plank in the structure, with key delivery of challenges related to the sick and injured being carefully supported. These elements underpin risk mitigation strategies and help all stakeholders to understand both the spatial and psychological elements linked to the temporal and logistical issues underpinned by effective planning.

In conclusion, this balanced approach by the festival management team at Roskilde demonstrates buy-in from all of the key stakeholders, as well as a wealth of interdisciplinary knowledge, supported by team empowerment, where the ‘Orange Together’ motto stands proud in mitigating risk and providing a sustainable and resilient crisis response strategy.

Author



PROFESSOR CHRIS KEMP, CEO of Mind Over Matter Consultancy Ltd

(MOM), has a long and proven record of accomplishment in the fields of event safety, risk management, crowd safety, emergency planning, crowd science and leadership and management. Chris has provided expert support for indoor and outdoor arenas, green field sites, transport hubs, retail centres and almost every conceivable crowded space environment. He has developed an education programme for the General Entertainment Authority of the Kingdom of Saudi Arabia, has undertaken reviews of two of the largest major transport hubs in London, and has developed bespoke exercises for many major venues and events across the world, including Wembley Stadium, Roskilde Festival as well as for Olympic coaching and medical teams at the Olympic, Paralympic and Commonwealth games. The author would like to thank Henrik Nielsen and Morten Thirkildsen from Roskilde Festival, whose constant work in making their event safer is an inspiration in the crowd management field

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