

SAFER CROWDS SAFER VENUES MAGAZINE



UKCMA

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SAFER CROWDS, SAFER VENUES

Day 1 – Tuesday 12th March

12:15-13:00	Registration & Coffee sponsored by	 The Square Metre Group	
13:00-13:10	Welcome to Tees Valley! Ben Houchen, Tees Valley Mayor		
13:15-13:55	The 2021 Wembley Disorder Keynote Speaker: Baroness Casey		
14:00-15:00	Understanding Crowds: Behaviour, Dynamics & Modelling. With Dr Aoife Hunt (GHD, University of Greenwich), Paul Townsend (Crowd DNA) & Sander Teunissen (Crowd Cows). Chaired by Eric Stuart QPM (UKCMA / Gentian Events)		
15:00-15:25	Teabreak		
15:30-16:15	Crowd Management Good Practice: Supporting Documentation for Performance & Licensed Spaces in the United Kingdom. With panelists: Annie Chebib (UKCMA / Select Security & Stewarding) and Michael Kill (NTIA). Chaired by Eric Stuart QPM (UKCMA / Gentian Events)		
16:20-17:20	Private Security: The Role in Crowd Safety Keynote Speaker: Heather Baily (Chair of the SIA)		
17:20-17:30	Day 1 close and setting the scene for Day 2 Stella Hall (Compere)		
17:30-19:00	Networking Drinks Reception sponsored by		



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SAFER CROWDS, SAFER VENUES

Day 2 – Wednesday 13th March

09:15-10:00

Registration & Coffee sponsored by



10:00-10:10

Welcome to Day 2

Stella Hall (Compere)

10:15-10:55

The Challenges of Policing Events & Festivals

Keynote Speaker: Laurence Taylor (Met Police)

11:00-12:00

The Ex Factor: Who Owns Zone Ex?

With Russ Phillips (Crowd Guard, Island Site Protective), Becky Stevens (Hybred Events) and Mark Logan (Showsec). Chaired by Emma Stuart, (Event and Operations Manager)

12:00-12:45

Lunch

12:50-14:00

The Terrorism (Protection of Premises) Bill

With Russ Phillips (Crowd Guard, Island Site Protective)

14:00-14:1

Teabreak

Breakout Sessions

14:15-15:00

Working With SAGs, with Eric Stuart (Gentian Events, UKCMA)

The Purple Guide: Bringing More Consistency to Outdoor Event Management, with Jim Winship (EIF)

Scaling Up, Silo'd Thinking & the Bits Between the Bits: Crowd Management at Large Festivals, with Emma Parkinson (Coventry University, Glastonbury Festival)

15:15-16:00

Whatever The Weather: Changing Weather Patterns & Weather Cancellations, with Gary Brooks (SR Entertainment Media & Sport Insurance), Gareth Hughes (Walk the Plank) & Ric Robbins (Met Office). Chaired by Eric Stuart (Gentian Events, UKCMA)

The Night-Time Economy: The Future for Music & Small Venues, with Sacha Lord (Night Time Economy Adviser for Greater Manchester, Chair of the NTIA, and Co-Founder of The Warehouse Project and Co-Founder of Parklife), Julie Tippins (Head of Compliance, DHP Family) and Mike Grieve (Managing Director, SubClub Glasgow). Chaired by Michael Kill – CEO(NTIA)

Building the Right Team with Ian Baird (LAEOG / Brighton and Hove City Council) and Stuart Doyle (Stadium Safety Officer, Wembley Stadium). Chaired by Ollie Gardiner – Chair (Vespasian Security)

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SAFER CROWDS, SAFER VENUES

WELCOME!

Dear Friends, Esteemed Members, Partners, and Fellow Industry Professionals,

A heartfelt welcome to the UKCMA Annual Conference 2024 — our inaugural *Safer Crowds, Safer Venues* event!

Whether you're a seasoned industry veteran or a first-time participant, your presence at this historic gathering is warmly welcomed and truly appreciated.

This landmark event marks the genesis of an annual tradition, aimed at revolutionising the landscape of crowd management and event security, and fostering a closer working relationship between everyone involved in creating and delivering events.

Over the next two days we anticipate a captivating journey through insightful addresses from our three distinguished keynote speakers — Baroness Casey, Laurence Taylor, and Heather Baily. They will share pioneering insights on topics ranging from the challenges of policing events to the pivotal role of private security in festivals. In addition to these keynote addresses, we will hear from twenty of our industry's leading specialists — individuals who are actively involved in shaping the future of safer crowds and safer venues in the UK.

As we embark on this inaugural conference, we encourage you to not merely attend these sessions but to actively participate in them, to connect with industry peers and embrace this unique opportunity to contribute to the ongoing evolution of our industry's practices.

Your participation in the inaugural UKCMA Annual Conference goes beyond attendance; it's a shared journey towards shaping the narrative of the events, festivals, and venues industries. Thank you so much for being an integral part of this ground-breaking event.

Tremendous thanks also to our wonderful headline sponsors, The Events Industry Forum and the Tees Valley Combined Authority, without whose support none of this would be possible. We are also incredibly grateful to our other exhibitors and sponsors for their generous support: Behavioural Analysis, Carlisle Support Services, CrowdCows, Crowded Space Drones, Crowdguard, GCMA, Halo, Select Security and Stewarding, The Square Metre Group, SR Entertainment Media & Sport Insurance, and Steroplast Healthcare Ltd.

Join us now in the collective pursuit of excellence, where professionals come together to exchange ideas, share experiences, and forge the future of crowd management. Be prepared for two days of immersive discussions, collaborative learning, and the unique opportunity to be a part of shaping the industry's narrative.

We look forward to these transformative discussions, as together we unveil the future of safer crowds and venues.

Warm regards,

Eric Stuart, Anne Marie Chebib, Tom Devine, and Kate James

On behalf of the UKCMA Board and Secretariat

SAFER CROWDS, SAFER VENUES

CHAIR'S GOODBYE & A DAY IN THE LIFE

Welcome to this, the inaugural conference of the United Kingdom Crowd Management Association. I am delighted to welcome you here to Middlesbrough for what will be my first and last as the Chair of the Association.

I began to write this piece in November, and it has been hard to form the words that the first paragraph comprises of, an acknowledgment of my own resignation from an Association I have dedicated 5 years to. And it really has been a journey of huge highs but also a few lows. We have succeeded in the majority of areas we had hoped to, but a few remain to be completed.

First and foremost, we wanted to become the 'go to' organisation for anyone in the UK with questions about crowds, and wow, did we achieve that. If I had a pound for every minute of time speaking to the Media: TV, Radio and Print, I would be very wealthy. The days, weeks and months meeting with The Home Office, DCMS, Police public safety leads, SIA, SGSA, NaCTSO, NPCC and NPSA, colleagues in Medical, Sport and so many others, I wouldn't wish to add them up.

I was asked recently to outline the day in the life of the Chair. That is impossible because occasionally (not often) I do no UKCMA work, but that's rare. Other days are full on 14/15 hours without a break. But below is a fairly normal one that occurred in November:

- **09: 00** a catch up with one of our newer members to discuss their concerns about the industry and how they might be able to help.
- **10:00** a vital SIA meeting with a packed agenda but to include their response to the BBC programme about fake SIA courses and consequent inappropriate issuing of badges to untrained staff.
- **11:00** a call with 'Live' regarding Protect Duty.
- **12:00** follow up call re above to try to share work streams arising from it.
- **12:30** a call with The Home Office, also relating to Protect and the complexity of applying it to large, open spaces.
- **14:00** a call with National Fire Chiefs Council and The Home Office to discuss the rewrite of DCLG fire guidance and particularly, an end to the suggestion that 109 people/Metre/Minute is a sensible figure to calculate flow rate
- **19:00 to 21:00** Working party group on supporting documentation for venues.

As an association we have contributed to so much: research on spiking, festival intelligence, developed new communication streams with the Met Office, working on The Purple Guide with EIF, writing new chapters and modernising older ones such as CT and Zone Ex. We have given evidence at the Manchester Arena Inquiry and supported, often in difficult circumstances by challenging the accepted narrative, attempts to introduce The Protect Duty or Martyn's Law. That continues and is an area in which I have committed to our new chair to continue to support so long as my opinions remain current and valid.

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But of course, there was the incredibly difficult period we remember from the Covid years. We still worked through though. We supported the writing of national guidelines and pushed, once safe, for a return to events to allow the crowds we love to come back and party. As an industry we returned at speed and in a way no factory or warehouse ever could. We were short of staff, short of experience, out of practice and faced crowds behaving appallingly, as some still are. But we managed. We worked longer and harder hours than ever before to build our decimated companies. Against all odds we delivered a Royal Funeral and a Coronation in a year of more events than ever before. As road haulage, public transport, local authorities and many emergency services struggled to resume normality, we thrived, we survived and we grew even stronger than before. That is some achievement!

There is so much more to do. We have persuaded the Home Office that the new fire guidance should reflect the more sensible sustainable flow rate of 82 people per metre per minute rather than the older 109 previously used elsewhere.

But we are still split as an industry as to whether to define crowd density as people per square metre or describe them as having a certain square metres per person. I still receive documents that use these terms interchangeably when they are actually diametrically opposed. 2 P/Sq M means each person has 0.5 Sq M of space. Does it matter? Perhaps not but it would be useful to set an example of consistency across the industry wouldn't it?

Finally, it would be remiss of me to conclude without paying tribute to the power house of this Association, its Secretary throughout not just my tenure but for many years before. The hours of the Chair are minuscule compared to those of the Secretary and without the dedication of Anne Marie Chebib, we would be in a far poorer place. All we have achieved is down to her support and unending commitment to this Association and its members. Thank you Annie, for all you have done, continue to do and for what you will do for years to come.

And thank you to you all. You who have supported this association through its early years and as we have matured into what we are now, and what we continue to strive to achieve: a reasonable balance of Safety, Security and Service to the public, our crowds and our audiences, whilst also ensuring the safety and well-being of our staff and partners who work alongside us to deliver it.

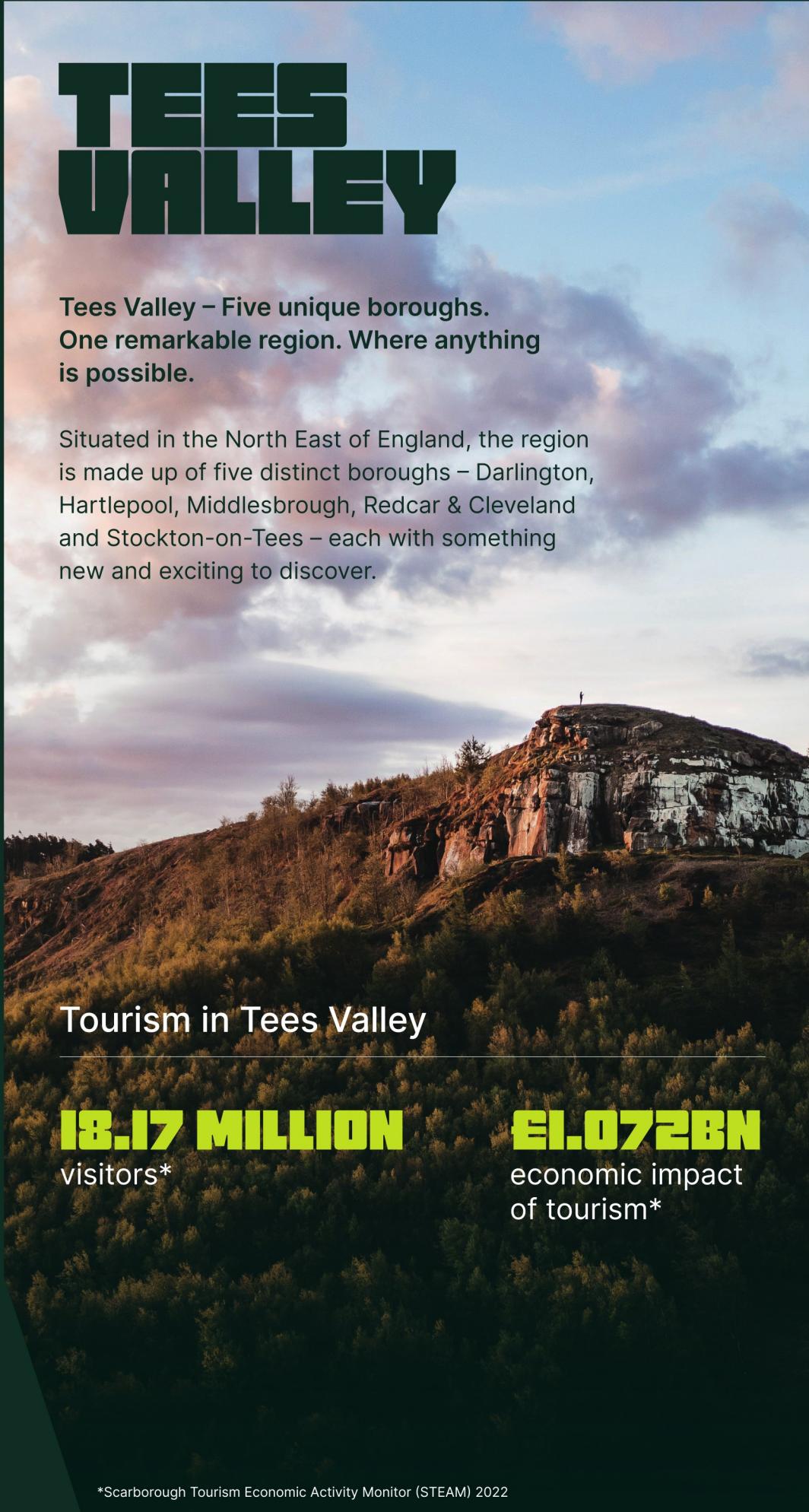
Thank you.

Eric Stuart QPM



Eric is the director of Gentian Events, a Crowd Safety Management Company established in 2009. He has been involved in Crowd Safety for 15 years, although working with crowds since 1980. He is engaged in planning and creating crowd management plans, delivering them on events sites and training others to do likewise. He is also the author of the UK's good practice guide for multi-agency safety advisory groups for events. His current work includes contracts in the UK, US and Canada. He is the Chair of the United Kingdom Crowd Management Association (UKCMA).

TEES VALLEY



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Sporting Events

Tees Valley's iconic coastline and rolling hills make for a great location to host national sporting events. In 2023 Redcar & Cleveland and British Cycling hosted the National Road Championships and is returning in 2024 for the East Cleveland Classic.



Festival of Thrift

Festival of Thrift is the UK's festival for sustainability, where culture, sustainability, and style converge to inspire you through artists, workshops, exhibitions, performances, and ethical shopping, offering valuable, thoughtful, and fun experiences – all while contributing to saving the planet in style.



Gigs at the Riverside

The Riverside Stadium, home to Middlesbrough Football Club, is preparing for an unforgettable 2024. It will bring Take That's second gig at the stadium, and provide a homecoming for local lad James Arthur. It has previously welcomed chart-toppers such as The Killers and Arctic Monkeys.



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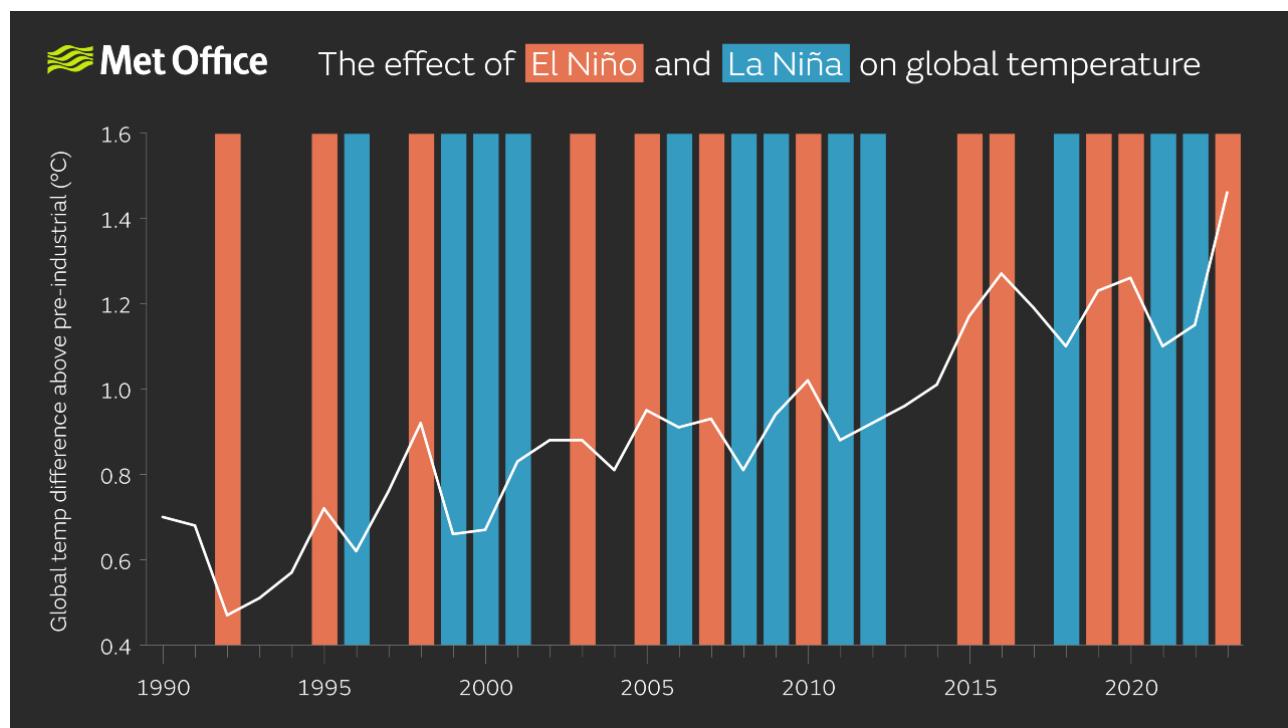
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WHATEVER THE WEATHER: CHANGING WEATHER PATTERNS & WEATHER CANCELLATIONS

Globally, 2023 was the warmest on record according to Met Office and the University of East Anglia records that stretch all the way back to 1850. The global temperature was recorded as 1.46 Celsius above pre-industrial climate (1850 to 1900). It shouldn't really be a surprise given that 2023 was the 10th successive year with temperatures at least 1.0C above pre-industrial records. Notably, global sea surface temperatures have remained above average every month since last April (2023).

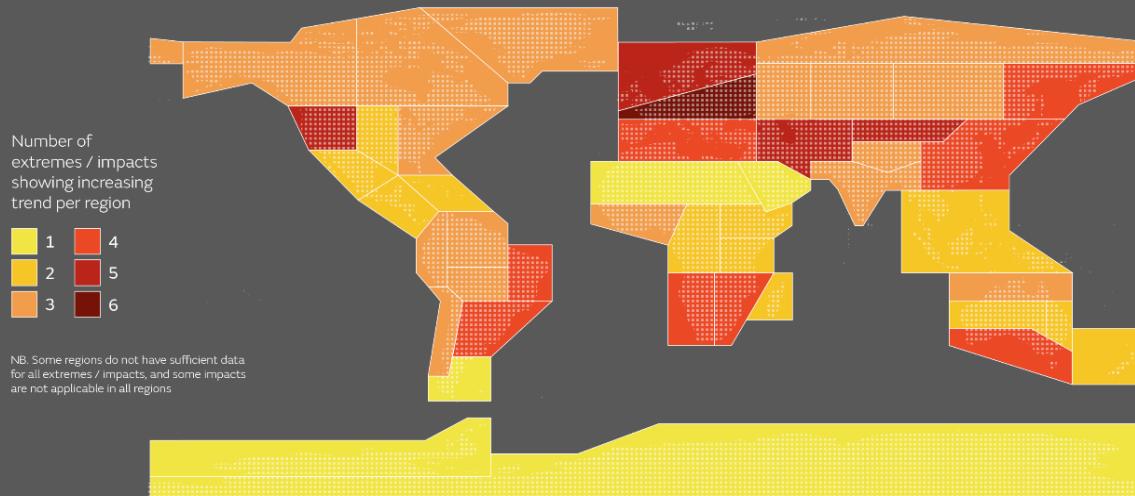
Sea surface temperatures have a marked impact on global temperatures generally. You've probably heard of the El Niño and La Niña. El Niño is the periodic warming of sea surface in the eastern and central Pacific Ocean, with La Niña the reverse, cooling phase. The graphic below shows the impact on global temperatures during each El Niño. This last year, 2023, we have been in the warm El Niño phase and hence given a background of general warming, it was highly likely the year would set a new record.



As well as enhancing global temperatures, El Niño affects weather patterns across different regions of the globe. We see the impacts here in the UK, with warmer waters in the eastern Pacific helping to enhance the development of low pressure systems which cross into or form in the Atlantic. From time to time these arrive on our shores. As I write this, we have had 10 named storms in the UK this current season (autumn to spring), compared to just two events last year. A named storm being a low pressure system that is expected to deliver significant damage and risk to life, usually from strong winds. In a warmer climate, weather extremes are more likely, and it seems this will be exaggerated during El Niño years such as this current one.

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Met Office Multiple changes in weather extremes and climate impacts



The map above shows the number of extremes or impacts showing an increasing trend per region. Traditionally, we create operational plans based on previous events. We now have to plan for weather events we have never seen before are now becoming increasingly plausible.

The Met Office, along with most other National Weather Services, use National Severe Weather Warnings to inform the responder community and citizens of expected weather risks. These are described in the form of impacts, such as damage to buildings and falling trees, and suggested actions to take. We also collaborate closely with others where, although we aren't the responsible agency, weather is a significant driver, such as flooding and wildfire.

While a weather event might be the cause, understanding the effect or impact is key to maintaining safety or ensuring an activity runs smoothly, hence we focus on impacts in our warnings. Decisions made to mitigate weather impacts will have knock-on consequences. In many cases the implication of a poor decision is that people don't enjoy the event they are attending, not great for customer experience but not a disaster. However, at other times, the implications are far more serious.

A significant weather event can be a dynamic, complex and multifaceted beast. Heavy rain can be accompanied by damaging winds and then followed by a drop in temperature with snow and ice. Within a single thunderstorm you can have lightning strikes, extreme gusts of wind or even tornadoes, large hail and rapid drops in temperature. High temperature and humidity can be bad enough but may also be followed by lightning and torrential downpours. Added to this, weather in recent days and weeks will have a say in the level of impact you see in the next event. A downpour on a dry surface will see surface water run off rather than soak into the ground, increasing flooding impacts. As we have seen this winter, even a modest amount of rainfall on already saturated ground leads to flooding. A word about weather apps- weather models have improved massively over the years and for most weather events can often give a good heads up many days in advance. However, just knowing that you will see 20mm of rain on a site over the next two hours will not in itself tell you what impacts to expect, as this can depend on whether the ground is already saturated or bone dry.

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To really understand what the likely impacts of the weather will be you really need to know your vulnerabilities. These can depend on many things, for example, when people are crowded together outside away from their normal environment, their vulnerability to weather changes. There are other complexities,

we've also found that behaviour is influenced by the way we communicate weather hazards. We now employ social scientists to help rephrase our advice to increase the chance of encouraging the desired response.

The Met Office, as a CAT 2 responder, works closely with the resilience community to keep people safe. We advise on potential impacts and support decision making through the various resilience forums. A consistent approach to mitigating weather hazards is vital and this is why the resilience community are guided by the Met Office National Severe Weather Warning Service and supporting products. The ambition is for event organisers to be working from the same impact-based weather information as the resilience community so that there is consistency of approach. To help, we make our warnings available for free (see our web pages). We want to avoid people being moved into an area of greater risk because of confusion over which weather forecast to use.

This isn't about who you get weather forecasts from, they are all pretty good. It's about consistency of decision making based on a consistent view of hazards and impacts. Is there a scenario whereby we have a warning for dangerous weather impacts for a specific area advising people not to travel and yet we have a major sporting event taking place that is encouraging people to attend? If so, how can we work together to mitigate the risk?

Ric Robbins



Ric has worked for the Met Office for 40 years across a wide range of roles including weather forecasting, operations management, business development and product strategy. He works extensively with industry and government agencies, including Defence, Civil Aviation, Civil Contingencies and across the road, rail, energy, water and the sport and event industries.

His current job makes him responsible for ensuring the Met Office has a range of products and services that fit the current and future decision making needs of Government, industry and UK citizens to help them make decisions to stay safe and thrive. This includes services that support weather driven decision making across the resilience, transport and event safety communities.

Ric has a keen interest in sport, festivals and concerts and is a volunteer with a professional football club. Along with his wife he goes to several concerts each year but tends to avoid the Robbie Williams ones because she screams all the way through.

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A HISTORY & THE FUTURE OF SAFETY ADVISORY GROUPS

Apart from crowds, my next passion in event safety has been the professionalisation of Safety Advisory Groups. These groups, emanating originally from a number of football disasters, have spread slowly into the events world, particularly after Hillsborough. It is hard to trace the first 'event related' SAG, sometimes known as ESAG or SAGE and in London, referred to as an LOPSG, the Licensing, Operational Planning Safety Group: of course London has to be different.

I first became aware of them in 2005 when I moved to New Scotland Yard and began planning Notting Hill Carnival and London New Years Eve celebrations. That in itself should have been a warning because I had been in event planning since 2001 in Hackney but had never heard of them. Yet it wasn't until I recruited and deployed the 2012 Olympic Torch Relay Planning Team (in 2010) and they returned to NSY, that I had any concept of the huge variety of quality, experience and qualifications that existed around the UK. Sending five officers to every nation and region, to work with multi agency groups, to plan a 70 day event of 'national significance', it was a genuine shock to realise there was no guidance or consistency. It was a bigger shock to learn how many areas didn't have SAGs at all, a subject I would later address in my crowd management degree.

Sometimes happy coincidences occur and after the Olympic Flame was delivered to the stadium, and the end of my 33 year police career beckoned, I strengthened my connections with the Emergency Planning College at Easingwold. I soon found people with similar concerns over the glaring inconsistencies of SAGs, and so in 2014, along with Ron Woodham, Bev Griffiths, and with a myriad of other agencies supporting, we were able to launch the first ever UK SAG guidance in 2015. It was followed by a new version in 2019 where we achieved what had always been the intention, to make that guidance free to users.

Since 2012, I estimate I have delivered SAG training to over 200 SAGs, sometimes to multi agency groups, sometimes to just one agency. In all, that's

probably around 3,500 or so people and in that time I have been rewarded many times with learning the guidance was not just used, but embedded in aspects of the SAG even by those unaware of its existence. Many coming to SAG training for the first time bring their Terms of Reference, only to realise these have been cut and pasted from guidance they were until that point unaware of.

As we sit here today, you read these words as written in January 2024 and so I hope I am not being overly optimistic to say the now well overdue third edition of the guidance is available to you online. The review started in 2022 and was completed in early 2023, but was delayed by an extended proof reading process at the EPC and the need for regular updates as incidents occurred, guidance was launched and events sadly suffered fatalities. These caused us to ask ourselves if further additions were needed and amendments made. Even Coroners got into the act through 'letters to prevent future deaths' as referenced in the new guidance with Cornwall Coroner Andrew Cox questioning the SAGs' lack of powers after the death of Laura Smallwood at the 'Obby Oss event in 2019.

The Manchester Inquiry, its recommendations and then the first draft bill of the Terrorism (Protection of Premises) Draft Bill, have led us to continually review what we have written, trying to ensure the guidance is accurate and current.

Early enquiries into the tragedy at Brixton in 2022 also asked questions as to whether SAGs could or should be scrutinising the safety of such venues. Add to this the deaths of three teenagers at Cookstown in Northern Ireland, of Olivia Burt at the Missoula Nightclub in Durham, along with the near fatalities at Wembley in 2021, it means four quite recent incidents having similarities as ingress failures: as such it is a fair question to ask, along with:

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- Why should SAGs be confined to outdoor, temporary and irregular events?
- Is our licensing process sufficiently rigorous to say it can catch the majority of potential flaws in safety plans?
- Are licensing staff sufficiently competent and experienced to understand the complexity of crowd management plans and DIM-ICE or other similar models that enhance crowd safety?
- Perhaps more significantly, do they really have the time or management support to sufficiently scrutinise every licensing application, review them regularly and then visit them often enough to ensure they are following their promised procedures?

With the writing of a new document to support crowd safety at smaller premises (sub 5,000) also being discussed at this conference, we need to ask if that is sufficient to stop people dying in such circumstances, or is yet more still required?

That though begs other questions. I think I am pretty competent in planning for the safety of my crowds, as are many of my colleagues and peers. But, there are many others who claim to be competent and own fancy websites, yet are lacking that mix of knowledge, ability, training and experience to actually make them as good as they would like to think.

What of those who sit on SAGs and might be the safety net to catch those who would 'fake it till they make it', who use cut and paste from documents found online or worse, have them written by Artificial Intelligence, the latest new emerging threat to our industry. Who will train SAG members to have competence to scrutinise documents that cover crowd safety, the impact of weather, CT matters, the responsibilities in Zone Ex, in understanding crowd psychology and emergency behaviours in evacuation, plus another few dozen (or perhaps scores) of areas of specialist knowledge that they are expected to understand?

If we create such a 'competent and decision making' beast, are we also creating a vacuum for yet more unscrupulous training providers such as they recently exposed in the Security Industry? We must be careful what we wish for!

But, I for one would welcome the professionalisation of SAGs by them becoming no longer advisory, and by being given some powers to

intervene when there is a clear and obvious danger to the public and others present during an event. And that should be pre-emptive: when poor planning is obvious and safety questions remain unanswered, action should be permitted and taken. Yet to do so, there needs to be a level of competency for the SAG itself, a standardised training and certification process and a means of regular review of the SAG, its members and its processes. That would be years away, but, if we don't start now, then when? When more have died who might have been saved or when we have our own events 'Hillsborough' with a large scale mass fatality event?

There is some good news, although at present only in places of sport. The St Denis Convention has introduced the concept of the triumvirate of Safety, Security and Service as the means by which we work together as an industry, private and public, delivering those three things to our audiences. It was a concept I tried, but I fear failed, to explain at the Manchester Inquiry. That those three S's be balanced, is crucial in maintaining genuine safety in our industry and supporting our audiences. High security generally means longer queues. Long queues in very hot, wet or cold weather can mean other health and safety issues for the audience but also a poor experience for them. Long queues may also mean higher levels of exposure in a non-secure environment: you can detonate a bomb in a dense queue lane or an egress space to the same effect as you could inside a venue.

So high security doesn't necessarily mean good security, rather it may be just transferring the risk elsewhere. A competent and well trained SAG,

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working with clear guidelines and powers, would understand this and not support such high and perhaps undeliverable levels of security in isolation from other considerations. Perhaps, especially so when considering HVM for outdoor events in a way that has at, least in part, led to the demise of so many events such as Christmas Markets, Christmas Light 'switch ons' and firework displays in the last few years. Local Authorities are in some cases rightly blaming rising costs, but those costs have been escalated by significant rises in security costs in a less and less risk tolerant environment. After all, who really wants to say no when a CTSA, CT SecCo or even the local police planner says 'well its your decision of course but....'. Perhaps, a better understanding of the risk balanced approach to Safety, Security and Service rather than risk aversion may help.

But there is also, in my opinion, some worrying news. The December 2023 Home Office Select Committee safety at major sporting events. [<https://committees.parliament.uk/work/6827/safety-at-major-sporting-events/>] talks of trying to get more members of the public from a wider variety of backgrounds to attend SAGs and worse, discusses the lack of public attendance as being partially attributable to SAGs being held during office hours. Is it suggesting such meetings should be held during the evenings, or even weekends?

I raised this question recently on three separate SAG courses. A total of 7 SAGs were represented, 55 SAG members of whom 6 were SAG chairs. They included Local Authority, Fire, Police, Ambulance and one Coastguard rep. None has SAGs listed in their job description, none receive any extra pay and none are given extra hours within their full time jobs to attend SAG, or even read paperwork in advance. Most do it because they are told to, some because they love involvement in events, but all doubted they would continue to do so if expected to attend SAGs in the evening. None thought they would be permitted to change shifts, perhaps to a midday start to cover an evening SAG, and most thought they would be expected to start work as normal at 8am or 9am, before working a 12 hour shift to cover the SAG. How good is your decision making at the end of a twelve hour day?

Furthermore, does anyone currently working in a SAG, think that inviting in the public whilst we

discuss matters of CT, evacuation, contingencies and emergencies, RVPs and blue routes is actually a good idea? Is it just to become a talking shop to moan about the noise, disruption and inconvenience the event will bring. Are we to have split SAGs to allow that public input, then speak properly about the important aspects after they have been required to leave?

Do not misunderstand me, I do think the public have a right to have a say, I would certainly want one. But is that not a matter for organisers to arrange through community engagement meetings rather than to have a multi-agency panel of safety experts listening to complaints about the impact of an event on Mrs Miggins and her cat!

And, amongst the ill-informed and uneducated public, will there also lay those less scrupulous who would benefit from learning of the plans? It is for this very reason that I have begged for years for agencies to be pay more scrutiny when considering FoI requests and the information they may be sharing with those who may wish to do us harm.

There is much to do and ideally, some of what SAGs do could be passed to a more rigorous licensing process where Safety, Security and Service become part of a licencing regime that permits an easier path to suspension or revocation where promoters or organisers flout these basic principles. As it stands, cancelling an unsafe event places an extraordinarily heavy burden upon those few agencies with powers to do so, and the balance of power seems to sit with those promoters, as authorities have to juggle budgets, shifting priorities and staffing shortages as they exercise their due diligence. The majority of promoters are doing their best in an equally difficult environment and none of them wants their audiences to be hurt. But a few, a small few rogues, seem to really not care, and it is them we need to target, and to do so ruthlessly.

Almost 20 years since my SAG journey began, I genuinely believe we are making progress and I hope that it continues, accelerates and becomes better and better. I hope so, because as I age, retire and attend less events, my children and grandchildren are attending more. All I want is a process to keep them, and you, and all your families as safe as is reasonably practicable.

Eric Stuart QPM

HOW MUCH DO YOU KNOW ABOUT YOUR INSURANCE POLICY? ARE YOU GOING THROUGH THE MISTAKES AT EACH RENEWAL? IF THE WORST HAPPENS, DO YOU KNOW WHETHER YOUR COVER ACTUALLY DOES WHAT IT'S SUPPOSED TO?

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The Terrorism (Protection of Premises) Bill AKA Martyn's Law

In the words of The Automatic, "What's that coming over the hill, is it a monster?"....nope, it's the Terrorism (Protection of Premises) Bill.... Aka Martyn's Law.

In fairness if it were a monster, it would be exhausted, probably with a limp, a bad back, no teeth and thoroughly fed up by the time it got to wherever it was going!

It's currently stuck somewhere between the Home Office, the two Houses of Parliament and some further public consultation. Now, I am writing this at the end of January 2024, and I am reliably informed that this is a good old fashioned piece of print. It may hang around at the bottom of someone's bag or in a drawer somewhere, so I am not going to make any comment about where the bill actually is or what is in scope. The reason is it is subject to change.....and it is not the law. It is certainly likely to become law, but as of January 2024 it is not the law. It was announced in the Kings Speech in November and should, therefore, now be on its way to becoming an Act of Parliament. I will be presenting at the conference in March and will have an accurate update then, based on what is current, then.

So, I hear you cry, if it is not an Act of Parliament, the law so to speak, then that's great, we don't have to do anything, right?! Well, that's not entirely true. Under the Health and Safety at Work Act you have a duty to provide a safe place for your staff and guests to work or come and enjoy themselves. This includes being aware of all foreseeable risks and putting in measures to reduce those risks. Of course, there is also this quote that I like to drag out regularly *"It is necessary to continuously remind those whose job includes being alert to the terrorist threat, of the level of it, and what it means in relation to the possibility of an attack."* This was from Sir John Saunders, the chair of the enquiry into the Manchester Arena bombing. This was a public enquiry and is a matter of public record. Regardless of Martyn's Law, this is a fact. Shouldn't we, as event professionals strive to make our events as safe as possible?

But, Counter Terrorism is so expensive, we simply can't afford it..... is it?

www.protectuk.police.uk

Here you go. If you have received this electronically have a look around this site. There's some E-learning, some useful advice and even the CT Chapter from the purple guide on here, so that you don't even have to pay for a subscription. (But you should pay for a subscription to support the great work the Purple Guide team do around the industry). If you, and more importantly, your teams, ensure you do the ACT E learning you will already have taken a small step towards being better prepared than you were. I realise anyone who has an SIA badge will have completed ACT standard and ACT Security but maybe get some of the non-badged staff to do it.

Why not reach out to your local (Counter Terrorism Security Advisor) CTSA and get one of them to come to your staff briefing day and go through a SCaN package with the whole team.... Again, its free. Most of them will do anything for a coffee especially if you chuck in biscuits, they'll do anything for biscuits! Seriously though, there is so much free advice around for you to be able to construct some in house training to really get your teams prepared for the coming season.

Now, most events that we deal with will fall into the scope of Martyn's Law. (I know I said I wouldn't talk about it but bear with me). It looks like any event over 800 people will come under the proposed "Enhanced Tier". So, standard tier, 100-799, not relevant for events only premises. Enhanced tier 800 – 1 million, that's some seriously big brackets going on. So, it is safe to presume that there will be an expectation that events will have to do something in relation to the Duty. Exactly what that will be is still not known. Guidance will come out at some point, and I guarantee it will not say "Treat everyone as hostile, search dogs everywhere, HVM for the village fete and under no circumstances allow Mrs Miggins to go about her daily life."

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It is more likely to recommend things like;

- Ensure key staff are up to date with the ACT training package.
- Brief staff as to the HOT protocols in relation to unattended bags.
- Make sure you have sufficient first aid and trauma capability. Etc

All of these things should already be on your radar. They cost nothing. Now, I am not saying that this will be acceptable in all cases. There is clearly a need to risk assess and put in proportionate measures where required. The key to all of this is proportionality. The plan for an 801-person folk concert in Lerwick should be somewhat different to 50,000 people descending on The Ally Pally to watch Taylor Swift, Ed Sheeran and President Biden playing darts... but you get my drift.

I will leave you with a further quote from the Manchester Enquiry – “Doing nothing is, in my view, not an option. Equally the protect duty must not be so prescriptive as to prevent people enjoying a normal life.”

I am looking forward to seeing you all at the event in March. Please come and say hello, I will be on the Crowdguard stand with some of our products talking about HVM and all things CT. I will also be presenting on day two, with an update on the monster.....

Russ Phillips



Russ has been involved in counter terrorism for events for the last 15 years. His roles within policing included as a Counter Terrorism Security Coordinator and Search Advisor as well as designing and deploying hostile vehicle mitigation schemes. He coordinated the National Barrier Asset for the UK police and spent the last five years of his service on the National Vehicle Threat mitigation Unit, which is part of NaCTSO. During this time, he covered a large number of high threat events around the UK and abroad advising on their hostile vehicle mitigation measures as well as their overall counter terrorism planning.

Russ retired in 2022 and formed Island Site Protective, where he advises events around how to manage their counter terrorism requirements. In 2022 Russ was asked to write the counter terrorism chapter for the Purple Guide. This was published later that year and carried authority from NaCTSO which also published it on their ProtectUK website. Russ also works as the director of CT and Risk for Crowdguard, the UK's number one provider of HVM measures for events. Russ is an active member of the UKCMA and GCMA.



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CROWD SAFETY MANAGEMENT MEETS CROWD PSYCHOLOGY

Big Beach Boutique II was a music event which took place in Brighton, UK, in 2002. It is now legendary for ravers and crowd safety managers alike. Organizers expected a crowd of up to 60,000, but around 250,000 crowded onto the beach that day, as people travelled from all over the country. The media described the event as a 'near-disaster' and even an 'apocalypse': Emergency exit routes were blocked, the density of the crowd was dangerous, and some attendees climbed up the lighting rigs. 160 people suffered minor injuries, 11 were taken to hospital, and six were arrested. Certainly the safety staff, the emergency services, and the facilities were overwhelmed. And yet it wasn't the disaster that some feared; and for many attendees it was an outstanding experience.

Big Beach Boutique II was exceptional in a number of ways, but it also has features in common with many live events. Therefore, it serves to illuminate some general processes in crowd psychology, crowd safety management, and the relation between the two. This is why I carried out a research study into the event -- interviewing and surveying participants, organizers and staff, and gathering statements people made at the time. This is also why the event features in my teaching and in the training I provide to professionals working in the live events industry.

CROWD BEHAVIOUR & PSYCHOLOGY

What is the psychology of the crowd at live events? It's sometimes assumed that the relevant psychology begins and ends with individual biases and heuristics. But biases, heuristics and indeed all cognitions and motivations operate through the prism of identity. What seems important, what we notice, is judged as a function of who 'we' are. And we each have multiple 'we's, or identities, corresponding to our multiple group memberships. For example, experiments show that when people who define themselves as rock music fans hear that the same victim of an accident described as an ingroup member (e.g., 'music fan') rather than an outgroup member ('classical music fan') they perceive risks to be higher.

Live events are crowd events, which not only makes particular identities salient, it also transforms attendees' relationships with those around them. All of this means that the psychology we need to understand behaviour and experiences at live events is a crowd psychology. But not any old crowd psychology. The 'mob mentality' theory of Gustave Le Bon and others has long been discredited. Today, modern psychology understands crowd behaviour through the concept of social identity. Shared social identity enables people in a crowd spontaneously to act as one; it defines who we want to cooperate with; and it specifies norms providing common definitions of appropriate and desirable behaviour.

CROWD BEHAVIOUR & UNDERLYING PROCESSES AT BIG BEACH BOUTIQUE II

Three features of the behaviour and experiences of the crowd at Big Beach Boutique II stood out and illustrate processes observed at live events more generally: creating atmosphere, experiences of crowdedness, and feeling safe.

Creating

Atmosphere

Those attending Big Beach Boutique II often talked passionately about the atmosphere: 'the most amazing event I have ever been to. The living atmosphere was unlike anything I have ever witnessed'. Good atmosphere tends to be linked to positive emotion (joy, happiness etc.). And what are the key factors that contribute to a good atmosphere and the associated positive emotion? A short answer is social relations – in particular sharing identity with others at the event. At Big Beach Boutique II, many of attendees' accounts of 'positive atmosphere' referred to friendliness and positive interaction with strangers.

But what about relations with staff and organizers? Another feature that contributed to the atmosphere at Big Beach Boutique II was partygoers' sense that organizers had lost control: 'the kind of spontaneity of it and the fact that it was so almost disorganized and you know snowballed into something much bigger than it was meant to be really added to the experience made it feel like it

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was a real one-off experience'. The link between the failure of control by the organizers and the sense of excitement was contrasted with the experience four years later, at Big Beach Boutique III. This was a ticketed event, which was much more securitized and commercialized. It was objectively much safer, but in the views of attendees it lacked the atmosphere that characterized the earlier event.

Experiences of Crowdedness

While Big Beach Boutique II attracted many people who saw themselves as ravers or clubbers, an event as big as this also attracted people with a more casual interest in the music and who didn't identify strongly with the dance crowd. This variability in levels of identification had consequences for people's experiences of crowdedness. The Safety Manual for the event stated that the site was 50,605 metres² in size, and therefore allowed for 0.5 metres² per person in a standing crowd of 60,000. However, most estimates put the size of the crowd that day at around 250,000, giving only 0.2 metres² of space per person. *Prima facie*, therefore, this was a very crowded event.

We found that people's sense of identification with the crowd was linked to their feeling less crowded. As people reported greater levels of crowdedness, low identifiers found this less and less enjoyable, whereas high identifiers were not negatively affected and continued to enjoy the event. There is a 'common sense' view that people always seek 'personal space'. But at live events committed fans will seek out and enjoy the most crowded parts. They see others' presence as part of the atmosphere, not an invasion of their space.

Feeling Safe & Creating Safety

Where there are high levels of identification with a crowd, people in a crowd event can feel safe at objectively unsafe levels of density (Hani). This was certainly the case at Big Beach Boutique II. Why do high identifiers feel so safe in these high-density contexts? Looking at the factors that are associated with these feelings of safety, it's evident that relations with others in the crowd are again important. It's not just the organizers' perceived competence that makes attendees feel safe, but also attendees' expected support and trust in other attendees -- their belief that others would help if needed. High density makes it difficult if not impossible to help those around you. But such

impulses and efforts have been noted at well-known crowd crushing incidents, including the Who concert crush, Hillsborough, and Astroworld. Indeed, in many emergency incidents, the expectation that others in the crowd will provide support is actually a realistic one. And it's more likely to happen when there is shared social identity in the crowd. At Big Beach Boutique II, the crowd faced a number of dangers. As the tide came in people, density increased and some people became distressed. But the spontaneous mass evacuation from the beach was not panicked and competitive, but orderly and coordinated. Further examples of coordination were observed in the way the crowd managed more mundane dangers. Thus, people in the crowd formed circles to protect the privacy of women urinating, and used friendly interaction to regulate the drunken behaviour of some individuals when it was becoming annoying for those around them.

WORKING WITH CROWD PSYCHOLOGY

At Big Beach Boutique II, both partygoers and some of the crowd safety staff said that the crowd saved the day. Indeed, the professionals often felt powerless to act as there were so few of them relative to the size of the crowd. However, this event also illustrates how crowd safety professionals can work with crowd psychology to contribute to safety. There are three recommendations here.

Know Crowd Psychology, Know the Social Identity

The (mistaken) assumption that crowds tend naturally towards 'panic' and disorder rationalizes forms of crowd management (including withholding information and prioritizing coercion) that make anxiety, distress, and hostility in the crowd more likely, in a kind of self-fulfilling prophecy. If crowd behaviour is rather based on a psychology of identity, then one of the first tasks for those working with the crowd is to get to know that identity. What are the values, aims and norms of the people attending? How do they define themselves? At Big Beach Boutique II, it was notable that the police officers on duty at the event had a much more difficult, even 'traumatic', experience than some of the other crowd safety professionals. To the police, the crowd seemed to be chaotic, hostile, disorderly, and dangerous. To those professionals more familiar with rave and clubbing culture, however, while the crowd's behaviour did

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A not fit societal norms, nevertheless the majority of people were friendly ('loved up'), conforming to their own norms, and therefore had clear behavioural limits based on their shared identity. Knowing and understanding the crowd's identity can enable event professionals to connect with the crowd and to work with it, rather than against it.

To Enhance Safety & Atmosphere, Become Ingroup to the Crowd

A key reason why members of a crowd cooperate with each other is because they share identity – they see each other as ingroup – even if they don't know each other personally. Therefore, to get the crowd to cooperate with you (whether asking them to avoid the most crowded areas or advising them on the correct exit in an emergency), you need to become ingroup to the crowd. Sure, you are 'the experts', so in that sense you're different from the crowd; but you can be seen as 'our experts' rather than 'other' to the crowd. Being seen as ingroup to the crowd also matters for atmosphere. Why did attendees experience the loss of control by organizers at Big Beach Boutique II as exciting, and the increased safety measures at Big Beach Boutique III as detracting from that enjoyment? Because such safety procedures were felt to be an external imposition. Yet if safety measures are done 'by us' not 'to us' – and ideally developed by co-production -- they are no longer such an external imposition.

Work With Not Against Group Identities to Enhance Safety

There are lots of ways to 'become ingroup' to the crowd. Many of them are simple: badge yourself as 'crowd safety' rather than 'security'; provide information attendees find useful; communicate in a friendly way; help attendees achieve their aims. All these create connections. But there may be limits to this. When the crowd don't see you as ingroup, what will you do?

At Big Beach Boutique II, when people climbed up the lighting rig, it was no use the staff simply asking them to come down. And if the police had tried threats of coercion, most likely people would have disobeyed further, as the police were weak and the crowd was strong. But some of the safety personnel knew the crowd identity well enough to understand who would be influential with a safety message – who was the crowd 'prototype' or embodiment – the headline DJ Fatboy Slim. So staff asked him to ask people to get down from the lighting rigs. The people came down, the crowd cheered rather than expressed hostility -- and no one else climbed a lighting rig that night. In effect by involving the group prototype a new safety norm had been established.

TAKE-AWAY

Crowd safety relevant behaviours and positive atmosphere in crowds are both related to social identity processes. Event professionals need to understand and work with the identity of the crowd at their event to manage crowd safety and enhance positive experience.

John Drury



John Drury is Professor of Social Psychology at the University of Sussex. His research on collective behaviour in crowd events and mass emergencies has informed the training of stewards and crowd safety managers across UK and Europe, and informs the Civil Contingencies Secretariat's National Risk Assessments. As part of the response to the Covid-19 pandemic, he participated in the UK government SAGE behavioural science subgroup SPI-B.

This chapter is a preview from Global Crowd Management Alliance's recently published '*Field Guide to Crowds*', available exclusively to GCMA members, (see overleaf).

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PUBLIC BEHAVIOUR IN TERRORIST ATTACKS – WHAT DOES IT MEAN FOR YOUR CONTROL ROOM?

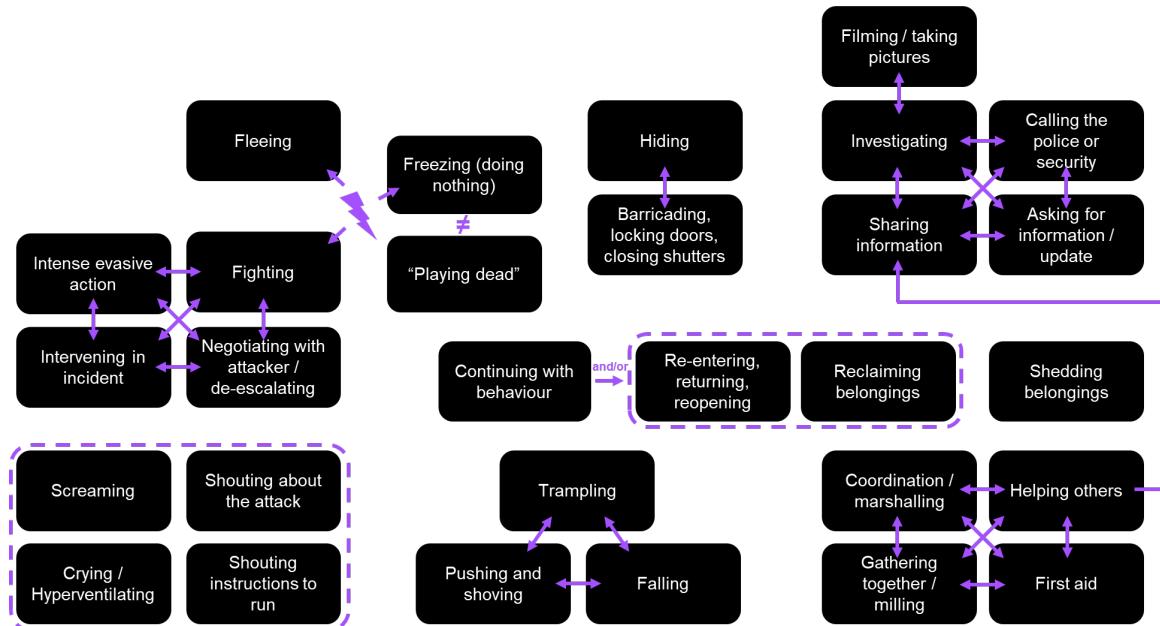
Panic!

When we see reports in the media following terrorist attacks, the behaviour of the public is often described as “panic”. This leads many of us to believe that a crowd of people in this situation will start behaving irrationally, wildly and selfishly. This is also linked to the belief that people will form an uncontrolled “stampede”, collectively running away from the threat. However, researchers now widely agree that the notion of panic is an unhelpful simplification of behaviour, and there are plenty of examples where running is not the primary response. Emerging research is showing that the reality is more complex.

There are only a few dedicated studies into the behaviour of people during attack scenarios. This is because it is difficult to collect the right type of data given the rarity of incidents and the lack of publicly-available information. It is also very challenging to run experiments realistically and ethically.

The latest research from ESRC-funded project 'Perceived threats and "stampedes": a relational model of collective fear responses', headed up by Prof John Drury at University of Sussex suggests that the public exhibit a wide range of behaviours when faced with incidents such as marauding bladed attacks (1). Notable behaviours included defending, communicating, first aid, recruiting others, marshalling, negotiating, risk assessment, and evidence gathering.

Our team have now conducted a systematic review of the available research as part of a DASA-funded project, with the results due be published this year (2024). We looked at attacks involving either improvised explosive devices or bladed weapons, and categorised 56 different public behaviours including:



Behaviours differ depending on attack type, what the person can see and hear, and where the person is in relation to the attack. One of the most important drivers of behaviour is whether a person recognises there is a threat to themselves and others. When people do suspect there might be a threat, often the most common behaviour is the seeking and sharing of information. This is understandable, whether in a fast-paced attack or in an ambiguous situation which may or may not be an attack, many people are looking to understand what is happening and where.

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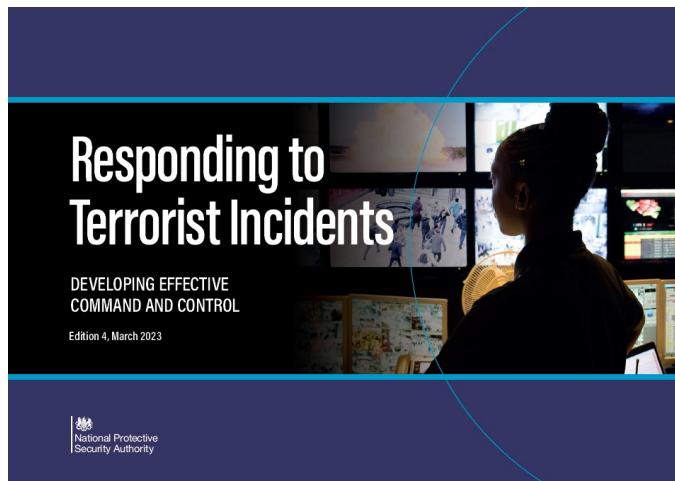
In the Control Room

Why does this research matter for our event safety and security teams? Well, our control rooms have a unique operational role and vantage point during any incident on our site. If a terrorist attack happens, most casualties are likely to happen in the first few minutes, before the emergency services have arrived. This means our control room operators are the first line of defence for people in our venues, and are in charge of the first response to the attack. Making the right decisions in those first few minutes can save lives.

Understanding that people in terrorist attacks are not likely to just “panic and run” is important for shaping our initial response to an attack. Where people are looking for information and guidance, our control rooms can communicate with them to help them understand how to protect themselves and others. In a crowded venue, normally the priority will be to **move people away from danger**. With the right guidance, our crowds can work with us to ensure a safe and effective response, be that evacuation, lockdown or invacuation procedures. People who have survived the attack may also be looking to help others and to support the first aid efforts.

An attack may be the most challenging situation a control room can face. While the likelihood of a terrorist incident may be low, every operator must be prepared for that initial response to protect the public from further harm. The National Protective Security Authority (NPSA) have released dedicated guidance for control rooms (www.npsa.gov.uk/incident-management), to help with planning and developing standard operating procedures. This highlights a wide range of tasks that our operators should consider undertaking in response to a terrorist attack, with the most critical tasks focussed on saving lives (2):

PRIORITY		OFFICIAL	
PRIORITY		RESPONDING TO A TERRORIST ATTACK	
CATEGORY	NUMBER	TASKS	
1	Critical	Make a rapid assessment: What is happening?	✓
		Call the police: Provide as much detail as possible.	✓
		Sound the alarm: Alert everyone to take action.	✓
		Be decisive: Should you activate security lockdown/delay systems?	✓
2	Urgent	Alert your neighbours	✓
		Provide updates: staff, public and police.	✓
		Track the hostiles: Keep reassessing the situation.	✓
		Give clear directions to personnel	✓
		Locate casualties: Mobilise first aid.	✓
3	Important	Contact your senior management	✓
		Complete Incident log: record events, actions decisions taken.	✓



For our control rooms to undertake these tasks and respond as planned to a terrorist attack, effective command and control is needed. Our teams need a range of skills to be able to assess the rapidly evolving situation, make decisions to protect the crowd from the terrorist threat (as well as the risks of overcrowding should the attack reduce or remove escape routes) and to manage a coordinated response.

It is challenging for individuals and organisations to develop, practise and exercise these skills. Table-top exercises can only go so far in preparing our teams to get this right first time. So, to help organisations upskill their operators, NPSA has developed a new method of immersive training for control rooms to

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practise responding to realistic attack situations (see scrcourse.co.uk). These exercises immerse the operators in an attack scenario and give them the chance to respond in real time. This type of practise has been shown to be effective in preparing operators for potentially the worst situation they might face in a control room.

As the body of research grows, more information will become available to venues and events about public behaviour in attack scenarios. We can use these learnings in planning and testing our control room response, and in developing the kind of crowd management strategies that can be used to help save lives in the minutes following an attack.

Key Takeaways

- When planning your venue's response to an attack, don't assume that everybody will panic and behave irrationally.
- Create procedures and communications that will help the public to understand the situation and take protective action.
- Use the guidance available to support your planning and make sure your staff are up to date with training, e.g. ACT and SCaN e-learning (protectuk.police.uk) and Security Control Room Training for responding to terrorist incidents (scrcourse.co.uk).

Dr Aoife Hunt MBE, Movement Strategies, GHD



Aoife is a leading specialist in people movement and emergency planning. She has 15 years' experience in the research and simulation of human behaviour and completed an award-winning PhD in evacuation modelling. Aoife advises on the movements and behaviour of people in tall buildings, hospitals, stadia and events, the public realm, and transport systems across the world. She leads national research projects to advance the safety and security of crowded places, specialising in human behaviour in emergencies and pedestrian movement through security overlays. Aoife is regularly consulted on national guidance documents and is currently co-authoring the chapter on evacuation modelling in the SFPE Fire Engineering handbook. Aoife is co-chair of the Security Institute's Special Interest Group: "Protecting People in Crowded Spaces" and an Adjunct Professor at the University of Maryland. In 2023, Aoife was awarded an MBE for her services to the COVID-19 response.

- (1) Drury, J., Arias, S., Au-Yeung, T., Barr, D., Bell, L., Butler, T., Carter, H., Choudhury, S., Eriks-son, J., Neville, F., Philpot, R., Radburn, M., Reicher, S., Ronchi, E., Stott, C., Telga, M., & Templeton, A. (2023). Public behaviour in response to perceived hostile threats: An evidence base and guide for practitioners
- (2) Figure 1 from NPSA's guidance on "Responding to Terrorist Attacks: Developing Effective Command and Control", www.npsa.gov.uk/incident-management (accessed 07/02/2024)
- (3) Figure 1 from NPSA's guidance on "Responding to Terrorist Attacks: Developing Effective Command and Control", www.npsa.gov.uk/incident-management (accessed 07/02/2024)



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