HOW TO COMMUNICATE WITH MULTICULTURAL CROWDS IN MASS GATHERINGS

COMMUNICATION TOOLKIT

letsCROWD

Law Enforcement agencies human factor methods and Toolkit for the Security and protection of CROWDs in mass gatherings

INTRODUCTION

Mass gatherings are vulnerable events. Dense concentration of attendees from different countries, high visibility, event popularity, public attention, media coverage and VIPs participation pose the potential of security threats for the crowds. In this scenario, an effective communication is of prime importance for running an event smoothly and safely, preventing and mitigating harms caused by likely critical situations. It consists in preparing the people attending the event and disseminating safety and security information both in the pre-event and the execution phases. It also includes the communication capabilities of who is in charge of interacting with the crowd (e.g. event organizers, Law Enforcement Agencies officers - LEAs, first responders) to understand the target audience and their socio-cultural characteristics, deliver effective messages and enable a two-way communication with the public. The objective is to reach a common understanding of the on-going situation, a shared experience of what is happening, in order to properly behave, especially in case of emergency. This is not an obvious scope, especially in case of international events, where multicultural crowds are expected to come and many different socio-cultural factors filter the communication and the mutual comprehension.

In order to enhance the communication with crowds, this communication toolkit aims at improving event organisers, security officers and first responders' crowd awareness and intercultural competences in the pre-event and execution phases of the event.

The communication tool presents the main results of a study carried out within the H2020 EU project *LETSCROWD - Law Enforcement agencies human factor methods and Toolkit for the Security and protection of CROWDs in mass gatherings* (**https://letscrowd.eu**). The process for building-up the toolkit included a literature review, a workshop and qualitative interviews with LEAs and first responders involved in LETSCROWD, and the review of their communication procedures. Data collection aimed at identifying communication practices applied to different types of mass gatherings, unsatisfied needs and gaps concerning communication with crowds and socio-cultural issues affecting the communication.

The communication toolkit consists of two sections.

SECTION #1 presents the highlights of the literature review on three main topics: socio-cultural issues relevant for communicating with the crowd in mass gathering events, crowd behaviours in emergencies and the key elements of the communication process.

SECTION #2 includes four different tools whose structures and contents have been built-up on the basis of the key elements of the communication process described in Section #1.

FOCUS ON THEORY #01

A mass gathering can be defined as: *Event attended by a sufficient number of people (>1.000) in a specific location, for a specific purpose and for a defined period of time that requires planning, multi-agency coordination and response resources of the host community (state/ region/ province/ city/ town /village) where it is being held* (Kollek, 2014). Mass gatherings to which this communication toolkit refers include: Festivals; Religious or traditional celebrations; Concerts; Sporting events; Political events (e.g. demonstrations).

WHO IS THIS TOOLKIT FOR?

Event organizers

Law Enforcement Agencies Officers (LEAs)

Security officers

First responders

SECTION #1
COMMUNICATING WITH MULTICULTURAL CROWDS

SECTION #2
COMMUNICATION TOOLS

SECTION #1

COMMUNICATING WITH MULTICULTURAL CROWDS

IN THIS SECTION

Section #1 reports highlights from the literature to be aware of when communicating with crowds. Some main topics have been explored. The influence of people's social identity and cultural background on the communication process is one of them, together with a short review of crowd behaviours commonly identified in critical situations, both evidence-based and presumed to occur.

The final subsection introduces our approach to the communication, and its key elements. Contents of Section #1 can be considered as the building blocks of the tools described in the Section #2.

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CHAPTER #1
SOCIO-CULTURAL ASPECTS

IN THIS CHAPTER

When organising an international event, people from different countries are expected to come. According to the type of the event, crowds are characterized by the presence of many internal and different socio-cultural groups. There is never just one point of view within the crowd. This chapter briefly introduces socio-cultural aspects to take notice of when communicating with large crowds. Language (verbal and non-verbal) and signs comprehension (i.e. safety signs, hand signals) are discussed as the most relevant communication aspects in mass gatherings influenced by socio-cultural differences.

SOCIAL IDENTITY

According to the social identity theory (Tajfel, 1974), groups provide their members with a sense of belonging to the social world, of who they are. People are inclined to divide the in-group ("us") from the out-group ("them") through a process of social categorization. Social identity theory states that to increase their self-image, people usually enhance the status of the group to which they belong. They conform to the beliefs and behaviours of their in-group, perceiving its members to be more similar than they actually are, while perceiving their in-group and other out-groups to be more different than they actually are (Hogg, 1996). Research focused on real-life social identities found that people hold multiple social identities simultaneously and that they switch between these fluidly depending on the situation (Amiot, De la Sablonniere, Terry & Smith, 2007). In mass gatherings several types of social identities can be recognized, i.e.:

Large group identity (i.e. nationality; ethnicity/ cultural group belongingness);

Subgroup membership/ belongingness (i.e. team supporters; fans; religious and political groups; families; groups of friends; etc.);

Transitory cluster (people sharing a transitory belongingness for a specific event in a given time and place, e.g.public attending large international festivals).

Socio- demographic factors such as age, sex, educational and instruction levels, etc. also contribute to the perception of in-group and out-group differences.

CULTURAL BACKGROUND

Cultural background contributes to provide people with a sense of belonging to certain group identities. Individuals include several personal and cultural repertoires in themselves that share with different collections of people according to contexts and situations (Hannerz, 1999). The term "culture" is used in many different ways and with a variety of meanings, moving throughout contexts and domains. In the communication field, Singer's (1999) defines culture as *a pattern of learned, group related perceptions including both verbal and non-verbal language, attitudes, values, belief systems, disbelief systems and behaviours that is accepted and expected by an identity group.* Other definitions take into account social group memberships. In this case, when talking of other cultures *we mean not only those who speak a language that is different from ours or who live in a different country or region; we also mean those who live in the same city or region but who do not share the same social groups* (Arent, 2009).
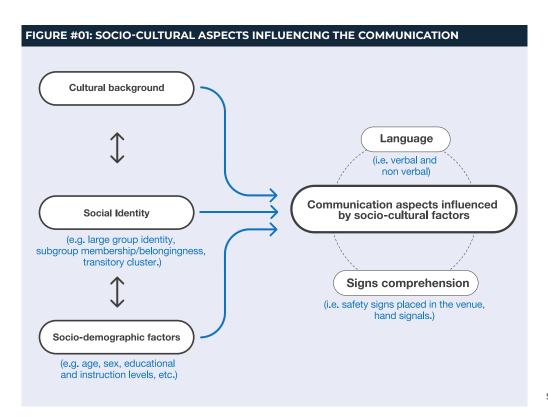
FOCUS ON THEORY #01

The interpretation people have of reality depends on the colour of the lenses given them by their cultural backgrounds (Pirazzi, Johnson & Di Persio, 2004).

COMMUNICATION ASPECTS INFLUENCED BY SOCIO-CULTURAL FACTORS

The most relevant communication aspects that can be influenced by socio-cultural characteristics, when communicationg with a crowd, are:

language (verbal and non-verbal);

signs comprehension (i.e. safety signs, hand and verbal signals).

FIGURE #01: SOCIO-CULTURAL ASPECTS INFLUENCING THE COMMUNICATION

LANGUAGE (VERBAL AND NON-VERBAL)

Communication includes verbal, paralinguistic and non-verbal aspects. The first concerns the communication content (what); the second and the third elements, how the communication is carried out. Tone, volume, rhythm and timbre of voice are paralinguistic elements. Gestures, facial expression, wearing and personal space distance are components of the non-verbal communication. When communication takes place among people belonging to the same culture, it satisfies an extensive set of behaviour rules that are taken for granted. Despite this, the communication is anyway a complex process that needs to consider all the elements to be effective. On the other hand, communication among people from different cultural backgrounds (as, for example, in mass gatherings) implies the relationship among different fields of experience and communication skills. These are effective to communicate in certain socio-cultural contexts but not automatically in others. In the case of international events, language barriers may lead to miscomprehension of warnings and signals, especially if the event organisers, and the other stakeholders involved in the communication with crowds, do not have the chance to develop any awareness of warnings, or to implement preventive measures to ensure people understand or receive the planned communication and messages.

Non-verbal communication affects face-to-face communication and contributes to the message understanding and effectiveness. Compared to verbal communication, nonverbal messages – both intentional and unintentional - operates at a lower level of awareness and are more spontaneous and mindless than language. That is why they are more powerful and ambiguous, also because they are interpreted through multiple channels (e.g. facial expressions, body language, tone of voice, spatial relationships, and the environment). Most of the nonverbal behaviours show a considerable imprint of culture (Andersen, 2012).

HELPFUL TIP

A multi-language strategy has to be applied to ensure messages comprehension by the crowd. Even though the communicator and the public utilise the same language, local variations or dialects may use similar words with different meanings. Furthermore, communicators could use a technical language – a specific jargon - that is not familiar to the audience. It needs to be "translated" into words understandable to the public. Communicators have to learn what words and phrases target audience use when talking about their activities and their fields of experience.

Cultural and linguistic appropriateness of messages should be always guaranteed and verified. Research indicates that messages need to be culturally adapted to different country settings (Poljanšek, 2017). Messages should be coherent (not offensive) with the values and perceptions of socio-cultural groups attending the event.

In case of emergency, security officers and stewards who are on the ground to directly cope with the critical situation need to be aware of the basic elements of their non-verbal communication and that of attendees. Awareness on other cultural non-verbal codes helps prompt responses and stimulates an open and inclusive approach in others.

"Of course if we have guidelines and training program on how to use these things [i.e. non-verbal communication], I think that a lot of people will be quite happy. It will be something new for us because we should consider them but no-one tells us how"
(Interview with a LEA officer - 09/01/2018).

FOCUS ON THEORY #02

Face-face communication requests some specific skills to interact with others, among them (Zani, Selleri & David, 1998):

Linguistic skill
i.e. the ability to produce and interpret verbal signs.

Paralinguistic skill
the ability to produce and interpret elements that modulate communication, such as emphasis and accent in pronunciation, exclamations.

Kinesic skill
the ability to communicate through gestures as well (nods, facial expressions, hand movements).

Proxemic skill
the ability to vary the relationship with the space in which interaction takes place (the distance between people, mutual contact, etc.).

Performative skill
the ability to use a linguistic act intentionally in order to achieve the purpose of communication.

Pragmatic skill
the ability to make practical use of linguistic and non-linguistic signs in a manner that is suitable for the situation and one's aims.

Socio-cultural skill
the ability to interpret correctly social situations, role relationships and the elements that characterise a specific cultural group.

FOCUS ON THEORY #03

Some scholars (Thovuttikul, Lala, Ohashi, Okada, Ohmoto & Nishida, 2011) highlight the impact of the touch eye contact on codifying a received message. Eye gaze cues are typically used to make inferences about others' cognitive activity, including their focus of attention, intention, desire and knowledge about the current state of affairs. Gaze functions are to: (a) provide information, (b) regulate interaction, (c) express intimacy, (d) exercise social control, and (e) facilitate service and task goals. People share information about intentions and future actions using eye gaze.

SIGNS COMPREHENSION

The use of effective signs and maps in the organisation of mass gatherings (both indoor and outdoor) is critical to enable people to efficiently and effectively navigate around them, especially in case of emergency. Communication through pictograms/ visual symbols – but also by hand signals - often fails because the audience does not recognize what they represent. Signs that people need to know when attending an event include:

Safety signs placed in the event venue (e.g. emergency exit/ escape route signs; first-aid signs; warning signs; etc.);

Hand signals code (e.g. used by stewards to facilitate the egress from the event venue);

Verbal signals (e.g. public announcements).

In order to make understandable signs and signals to as many people as possible, it is necessary to create knowledge on them, by sharing their meanings among the public directly involved in the pre-event phase.

HELPFUL TIP

Meanings concerning codes chosen for the verbal, hand signals and pictograms have to be consistent throughout all phases of the event and properly shared among people by means of an appropriate "training" awareness activities/ measures. When unfamiliar with the signs code in use, an appropriate training is needed also for the personnel involved (i.e. security officers, stewards, LEAs, etc.) who have to be aligned in using them.

FOCUS ON THEORY #04

A study conducted on a sample of 100 participants to verify whether persons from different cultures, age, groups and literacy levels interpret standard healthcare symbols correctly demonstrated that (Hashim, 2014):

Symbols referring to abstract concepts were the most misinterpreted;

Interpretation rates varied across cultural backgrounds and increased with higher education and younger age;

Pictograms with human figures and synthetic description of actions are better understood than abstract concepts.

Also the interpretation of hazard-related colours is not consistent across cultures and may possibly vary within different countries (Kuligowski & Omori, 2013).

CHAPTER #2
CROWD BEHAVIOURS

IN THIS CHAPTER

Two main categories of crowd behaviours can be referred to critical situation:

Evidence-based crowd behaviours, commonly exhibited within crowds (i.e. collective resilience and shared identity; inter-group behaviours; consulting others and seeking confirmation; following familiar routes; waiting for others);

Behaviours often presumed to occur within crowds, but with little evidences (i.e. mass panic).

The chapter reports a summary of these crowd behaviours. Their understanding is useful to foster positive behaviours and lowering socio-cultural hazardous ones, also through the communication.

COLLECTIVE RESILIENCE AND SHARED IDENTITY

Read also
SOCIAL IDENTITY

The social identity theory has important implications for the management and the communication with the crowd members in emergency situations.

Many researches (Drury et al., 2009; Drury, Cocking & Reicher, 2009a; Drury, Cocking & Reicher, 2009b) highlighted that emergency generates a sense of "common fate" among people that may rapidly form bonds with strangers to cope with the critical situation, creating an *informal collective resilience* (Drury, Cocking & Reicher, 2009a). This operates to transform psychological self-perception from "me" to "we", fostering the creation of an *emergent-shared identity* (sense of unity, psychological togetherness, groupness) among the crowd members. Creating a shared social identity within the crowd may be beneficial, and including LEAs and other security officers within this shared identity would likely promote better cooperation and easier communication.

FOCUS ON THEORY #05

A "crowd" can be defined as *a sizable number of people gathered or considered together at a specific location for a measurable time period, with common goals and displaying common behaviours. It is beneficial to distinguish between physical crowd -i.e. a group of people who simply share a location - and a psychological crowd - i.e. a group of people who share a social identity* (University of Leeds, Cabinet Office-Emergency Planning College, 2009).

HELPFUL TIP

In critical situations, collective resilience and a shared identity could be improved by the communication. In order to foster a shared identification among crowd members it is important to be aware of spontaneous group affiliations: if in-group enlargement is stimulated, competition and out-group perception may be mitigated.

FOCUS ON THEORY #06

How can a shared identification and resilience be facilitated?
(Drury & Cocking, 2008)

Including the attending public;

Trusting the crowd and the public to self-organize;

Providing information;

Prioritizing 'public health' resources over social control;

Promoting unity: 'we' (the authorities, public etc.) are 'all in the same boat'.

What are the main factors undermining a shared identification and resilience?

Excluding the public (authorities versus public);

Distrusting the mass;

Restricting information;

Prioritizing "public order" over "public safety";

Pathologizing" the mass (pathology model of the crowd that ascribes a mass panic reaction to the crowd even though researchers highlight that panic is rare in crowds).

INTER-GROUP BEHAVIOURS

Social identities are powerful influences on people's behaviour. There are many examples of crowds that fall into different groups, such as football matches with antagonist team supporters, opposing political groups or even protesters and LEAs present at the same protest (Drury & Reicher, 2000). One group's actions may be incorrectly interpreted by the other even if the group did not intend this interpretation (Drury & Reicher, 2000). For example, a crowd at a mass gathering may act excitely (e.g. football fans shouting and moving as they watch a game); but another group - i.e. the LEA - may interpret this as indicative of crowd disorder and may then react. The reverse may also be true, an action by a LEA such as moving a number of police officers nearer the crowd could be interpreted as being overly aggressive, rather than precautionary and the crowd could react adversely.

HELPFUL TIP

LEAs and security officers should be aware that their interpretation of crowd behaviour might be incorrect (possibly due to a preconceived notion discussed earlier) so they should consider what the actual intention of the crowd is before acting, and what the interpretation of their actions may be to the crowd. This applies not only to physical presence for LEAs, but also in the way communication is enacted.

CONSULTING OTHERS AND SEEKING CONFIRMATION

People have the tendency to consult others and seek confirmation that emergencies are real (especially in the *interpretation phase* of the evacuation process). This is in line with the natural predisposition of people to believe a situation is normal for as long as possible, and so behave as usual for as long as possible (Donald & Canter, 1990).

Traditionally, it has been said that not telling the truth about evacuation would avoid panic. However, studies have shown that providing information through multiple forms to the public as quickly as possible provides the best response in evacuation time (Proulx, 2001).

HELPFUL TIP

Event organisers, LEAs, first responders and all the actors involved in the management of large crowds attending a mass gathering, should therefore provide clear and timely instructions about how to exit and why. The verbal instructions should also be accompanied with hand gestures or signs indicating which direction to evacuate in, so that people with audio-visual impairments and those who do not speak the language are also alerted and encouraged to a quick response (IMPACT project, 2016).

FOCUS ON THEORY #07

The evacuation process is composed of three main phases:
(Johnson & Feinberg, 1997; Graat, Midden & Bockholts, 1999; University of Leeds et al., 2009)

Interpretation: time taken to initiate movement
(the time taken to recognise there is a danger);

Preparation: time taken to decide which is the most appropriate course of action;

Action: the time taken to move towards an exit.

FOLLOWING FAMILIAR ROUTES

According to the scripts theory, individuals are likely to develop and follow scripts or schema for familiar places. These scripts automatically govern how they behave in familiar environments. That's why crowd members are typically motivated to move to familiar places and use routes they are most familiar with , not necessarily those that are closest or give the quickest exit time. This is true in both normal and emergency situations. Similarly - as argued by the social facilitation theory (Zajonc, 1965) - crowd members will typically use the exit route with which they are most familiar because when around other people, an individual's performance on easy or well learned tasks improves and, hence, they are more likely to perform a habitual behaviour. These prominent behaviours have to be considered when setting up a communication strategy.

HELPFUL TIP

Both in the pre-event and in the execution phases of a mass-gathering, the event organizer and/or LEAs should provide people with clear and direct instructions about the most suitable exits and evacuation routes. Furthermore, they need to understand whether or not the behaviour of following familiar routes would affect an evacuation or other movements during a mass gathering (IMPACT project, 2016).

WAITING FOR OTHERS (MOVE TOWARDS FAMILIAR PEOPLE)

During evacuation, members belonging to a group, such as families or groups of friends are typically motivated to move towards familiar people and evacuate with the entire group even when evacuation is urgent (Mawson, 2005). These behaviours can slow down the entire evacuation process.

HELPFUL TIP

LEAs officers, first responders and other stakeholders involved in the management of large crowds, should be made aware that, even in emergency situations, people may wait and be looking for friends/family who have been separated during e.g. the evacuation.

PRECONCEIVED NOTIONS OF CROWD BEHAVIOUR

Certain crowd behaviours are commonly presumed to occur, although evidence suggests otherwise. This can create adverse situations rather than prevent them, and will therefore have an effect on the derived communication strategy.

The media often use the term "panic" or "mass panic" after a disaster. This implies that there are uncontrolled emotions and selfish behaviours of crowd members, when in fact - considering all evidence - the opposite is true (Cocking & Drury, 2014). That is not to say that an individual in the crowd may not panic and exhibit such behaviour in response to acute stress (Bracha, 2004). However, there is evidence to show that as the escape time diminishes, the crowd will exhibit more selfish behaviour leading to less orderly evacuation. This implies that preventing such adverse behaviour remains a key point. The design of the event spaces is crucial to allow sufficient physical capacity for exit. The understanding by LEAs and other security officers that mass "panic" is highly unlikely to occur during emergency should help to steer the communication strategy.

The general perception from LEAs and other security officers analysing crowd behaviour post-event is often that crowds always tend towards disorder. The perceptions that the crowd is irrational and pathological affect the methods of policing (Stott & Drury, 2017). However, this understanding has been shown to be false in general. The crowd is not "mad" and does not have a tendency to be disorderly be default as taught in many textbooks on the subject (Schweingruber & Wohlstein, 2005).

HELPFUL TIP

Crowd should not necessarily be seen as something that must be controlled. LEAs and security officers' role in a mass gathering should be there to support lawful gatherings and to facilitate legitimate behaviour.

FOCUS ON THEORY #08

Communication with the crowd is crucial. This in turn means prioritizing systems of communication (e.g. public address systems) over physical features such as exit widths, and providing alarm signals that are informative about the nature of the emergency. Crowds evacuate more effectively when trusted with information rather than treated as untrustworthy and prone to panic (Drury, Novelli & Stott, 2015).
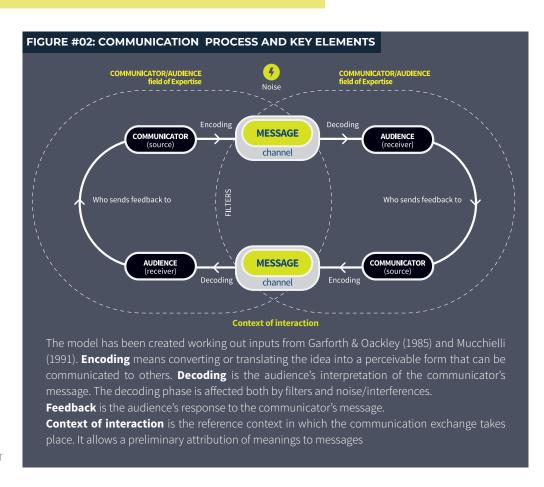
FOCUS ON THEORY #09

There is also evidence that those responsible for managing crowd safety view crowds as a source of psychological danger, views which may themselves impact upon crowd safety; yet there has been little examination of how such "disaster myths" operate in practice (Drury et al., 2015).

CHAPTER #3
THE COMMUNICATION PROCESS

IN THIS CHAPTER

Chapter 3 describes the key elements of the communication process that have been used to organise the structure and the contents of the communication tools in Section #2. The figure #01 represents the communication process and its components in a synthetic visualization.

FIGURE #02: COMMUNICATION PROCESS AND KEY ELEMENTS

The model has been created working out inputs from Garforth & Oackley (1985) and Mucchielli (1991). **Encoding** means converting or translating the idea into a perceivable form that can be communicated to others. **Decoding** is the audience's interpretation of the communicator's message. The decoding phase is affected both by filters and noise/interferences.
Feedback is the audience's response to the communicator's message.
Context of interaction is the reference context in which the communication exchange takes place. It allows a preliminary attribution of meanings to messages

COMMUNICATION PROCESS

Communication is a process of reaching mutual understanding, during which participants (communicator and audience) exchange, create, and share thoughts, opinions, and information [i.e. message]. Effective communication requires an understanding of the audience, the goal, the message, and the most effective way to achieve the desired outcome [i.e. channels]. […] Effective communication is a two-way activity. Listen to your audience and acknowledge their concerns (USAID, 2011). An effective communication occurs when both the communicator and the audience assign the same meanings to the message, achieving a shared understanding of the situation.

COMMUNICATOR

The communicator is the source of the information. When communicating with a crowd, any communicator at any level (e.g. international, national, local) has to consider the key elements of the communication model.

Source trust and credibility are key principles of a successful communication. In order to ensure a proper level of preparedness and a prompt response to an emergency, communicators have to be recognized as "trusted sources" from the event attendees. Trust could depend on direct experience as well as historical, socio-cultural, or legal reasons.

In the pre-event phase of a mass-gathering event, stakeholders in charge of the communication with the crowd have to develop a communication plan/ communication strategy in which roles and responsibilities of all the stakeholders are clearly defined, together with the communication purposes, channels to be used, and type of information to be delivered. Stakeholders need to work in cooperation to assure a powerful communication.

Read also
TRIGGERING QUESTIONS
COMMUNICATOR

When preparing a mass gathering, three are usually the levels of crisis communication that should be coordinated and work together: the National level (National communicator team); the local level (governor and/ or mayor communication team) and the event organizer's communication team (often it is a private operator). Prior coordination meetings among the event organizer (i.e. the main communicator) and the other stakeholders should be organized to prepare and discuss all the aspects concerning the event, among them "what happens if", "what can be done for".

HELPFUL TIP

An analysis of the situation, crowd composition, context and risks has to be carried out before setting-up the communication strategy. The event organizer will carry out the communication with the public on the field according to the measures identified. A unique external communicator is a more effective solution rather than fragmenting the communication among the several stakeholders involved.

WHAT THE EXPERT SAYS

"Communication is a cycle that does not concern only the execution phase. You have to start the communication fast and provide a lot of information before the event to make a structure of the communication and identify the different tools that could be used if something happens during the event (two weeks/ one month before the event)".
(Interview with a crisis communication expert - 08/02/2018).

MESSAGE

The message is the information or idea that is communicated. It can be oral, written, symbolic or non-verbal. Concerning the content of the message, a balance must be achieved between what the audience want to know and what the communicator feels the audience ought to know (Garforth & Oackley, 1985).

People have specific expectations on the information they need. They ask for detailed information. On the contrary, often LEAs officers are able to provide only the main information, because the time is missing. This gap is frequently perceived as frustrating by LEAs.
A distinction can be done between:

Alerts are necessary to gain people's attention that an emergency is taking place, they are usually provided separately from the warning messages (Kuligowski & Omori, 2013).

Warning messages are generally used to provide people with up to date information about the state of an emergency.

HELPFUL TIP

Even though the communication is context-based and every situation is different, alerts and warning messages should be created and tested in advance to be properly used during critical situations and to make sure that they will correctly reach the public. Likely incident scenarios should be early identified for this purpose and included in the communication plan.

It is important to ensure that the entire audience is able to receive the alerts and the warning messages at the right moment. Some strategies might help to issue the warnings can reach the majority of the audience directly involved in the venue by adopting a multi – channel strategy and by ensuring the redundancy of the messages.

FOCUS ON THEORY #10

To be sure that the audience has the necessary information to take actions and make decisions, a warning message delivered during critical situations should contain five important topics (Kuligowski & Omori, 2013):

Who is providing the message? (the communicator)

What should people do? (guidance on the actions that people can do to protect themselves and others and not to cause any greater harm to the situation)

Why do people need to act? (information on what is it happening)

When do people need to act?

Where is the emergency taking place?

CHANNELS

Channels are the means of transmitting the message to the audience. Once the communicator has encoded the objective of the communication into a message, the next step is to select a suitable medium for transmitting it to the audience. LEAs officers and first responders have adopted a two - way communication with the public by incorporating social media and apps in their communication plans to disseminate warnings during critical situations. Social media can be used to (Poljanšek, Montserrat, Ferrer, De Groeve & Clark, 2017):

Allow people to report and disseminate emergency news and information;

Facilitate people sharing and seeking information during critical situations.

The most suitable tools - identified by LEAs – to create content and share information are:

Dedicated links to upload pictures and short videos;

Trusted accounts to share information;

Synchronized WhatsApp;

Mobile Apps.

The table on *Communication Channels* included at the end of the chapter, reports the main channels used for the communication with the public (inside and outside the venue) in the pre-event and execution phases of the event.

HELPFUL TIP

Channels may vary according to the type of events. They should be selected taking into account the purpose of the communication, the audience and their availability in the venue. A multi-channel approach is highly recommended in emergency communication (Poljanšek et al., 2017) to disseminate the warning messages by using a combination of audible and visual means.

Read also
TEMPLATE FOR MAPPING THE COMMUNICATION CHANNELS

WHAT THE EXPERT SAYS

Which channels do you use to support crowd egress and evacuation? LEA officer: "All that we have".
(Interview with a LEA officer - 09/01/2018).

FOCUS ON THEORY #11

Current digital technologies allow the public attending the event to generate data, share information and report about hazard and threats from on the ground during an event. It is the idea that people are "sensors" who detect and report emergency information. These exchanges of user-generated content increase the need for a major quality assessment from LEAs and emergency services (Poljanšek et al., 2017).

FILTERS

Filters can inhibit and interrupt the communication process. They depend on:

Socio-cultural factors (i.e. social identity; cultural background; socio-demographic characteristics) affecting both the verbal and non-verbal communication. They influence the comprehension of messages (verbal and written), signs and situational conditions (e.g. critical situations).

Individual characteristics, that can be related both to social components (e.g. level of compliance with the authority; risk perception) and physical ones (e.g. hearing/ visual impairments, use of drugs and alcohol).

Filters act on three main stages of the response to a message:

Attention concerns the level of consideration/ concentration paid by the audience to the information they receive;

Comprehension/ awareness is related to the right understanding of the message;

Fair-mindedness of information. Actors involved in the communication process have to believe the information (in other terms, information have to make sense for them) to act properly according to the situation.

NOISE/ INTERFERENCES

Interferences are environmental factors that can interfere from rightly receiving emergency information (i.e. promptly, timely, from a trusted source, clearly understandable). In emergency situations they can inhibit individuals from receiving the correct information.
Noise and environmental factors might vary according to the type of the event (indoor or outdoor) and the phase of the event (execution in both normal and emergency conditions). They can be:

Visual/ audible pollution (noise; loud music);

Weather conditions (storm; rain, wind, fog);

Environmental cues from the emergency (e.g. smoke, flames from a fire, loud-sounds, physical obstacles);

Visual clutter (e.g. too much information in the environment dispersing attention).

AUDIENCE

Audience is the receiver of the message in a communication process. It interprets the message received, trying to understand it, and decides which is the most appropriate action to undertake. In this document, audience refers to the distinct groups of people attending a mass gathering. Audience can be classified in:

Public directly involved, inside the venue hosting the mass gathering event: spectators, participants, people working at the event, etc.;

Public directly involved, outside the venue: people selling drinks and food, attending the event without tickets, waiting to enter the venue or for others, camping nearby;

Citizens: neighbourhood, resident, people living in the city hosting the event;

Generic public at national and international level receiving information especially from social media and traditional media (e.g. national/ international press; TV; Radio).

HELPFUL TIP

To shape and deliver clear, effective and strategic messages, the audience knowledge is crucial: the specific target audience and its key characteristics need to be identified.

Read also
TEMPLATE FOR IDENTIFYING SPECIFIC TARGET AUDIENCE
-
TRIGGERING QUESTIONS
AUDIENCE

COMMUNICATOR/ AUDIENCE'S FIELD OF EXPERIENCE

The communicator and audience's fields of expertise generally refer to those aspects used for encoding and decoding a message such as:

Socio-cultural background;

Professional expertise;

Attitudes (e.g. concerning the topic of the communication);

Skills;

Perceptions;

Communication styles.

When communication takes place between people belonging to the different cultures and sharing different set of values, behaviours and rules, the communicator should carefully choose the right words, gestures, tone of voice in order to be able to effectively transmit messages to others.

HELPFUL TIP

To reach an effective communication, communicator and audience should share the same meanings for the words, signs, pictures and symbols. If this does not happen, various kinds of problems can arise (Garforth & Oackley, 1985).

SHARED EXPERIENCE

Communication is successful when the audience can interpret the information that the communicator has put into the message. The aim is to reach a common understanding of the message content and the on-going situation. For this purpose, the communicator and audience's fields of experience need to somehow overlap.

Using a concept coming from the cultural anthropology, it is possible to call this overlapping space as the "third space" (Bhabha, 1994). It refers to changes or adjustments occurring when people from different cultural backgrounds interact. More specifically, it describes the possibility to find a new way to interact and communicate making adjustments to people's own sense of cultural identity in order to find new opportunities for conducting their relationships. Within the third space, individuals need to draw on their capacity for empathy and pay attention to alternative perspectives (Bhabha, 1994).

HELPFUL TIP

Professionals involved in the communication made to be aware that the communication is a mean to create a space of shared knowledge, which is something of totally new with respect to their own fields of experience.

WHAT THE EXPERT SAYS

"At this moment the strategy exists, vision is there and also tools exist. There are a lot of channels. But what we need more is the change of mentality and culture. It concerns private organizers, local authorities, and security staff but also people. They need to be more aware and informed both before and during crises. People have to know how to behave in critical situations. They have no just waiting for the firemen or first responder's help. Everyone has to be actor of his own security (for example actively exchanging information; creating a strategy with the people with whom is attending an event: e.g. fixing a meeting point in case of something happens and so on). It is not easy".
(Interview with a crisis communication expert - 08/02/2018).

TABLE #01: COMMUNICATION CHANNELS

table 1 of 3

COMMUNICATION CHANNEL	DESCRIPTION	EVENT PHASE *in which the channel can be used*
WEBSITES	*Website is a helpful tool for informing the public about logistic, public transports, traffic restrictions and for providing people with the general security measures applied inside and outside the venue.*	*Pre-event phase*
NEIGHBOURHOOD MEETINGS	*Neighbourhood meetings are generally organized by the event organiser in case that the event venue is close to neighbourhoods. They aim at increasing the people's event awareness and getting their support and cooperation in case of e.g. noise disturbance, thousand people camping and moving.*	*Pre-event phase*
PROMOTIONAL MATERIALS *(leaflets, posters)*	*Printed and promotional materials can provide information about the event, the layout, the venue entry details, safety and security measures, etc.* *Printed and promotional materials can be translated in the major languages spoken by people attending the event to ensure that no English proficient people can be informed.*	*Pre-event phase*
TRADITIONAL MEDIA *(Newspapers, international/ national/ local press; TV) – unidirectional*	*Traditional media provide information about the event logistic, public transports, traffic restrictions.*	*Pre-event phase*
SOCIAL MEDIA *(Facebook; twitter)*	*Social media are highly interactive digital tools that encourage interaction and dialogue between users, creating a common space of dialogue and a constant flow of information (Poljanšek et al., 2017). On the other hand, social media can be sometimes difficult to manage during complex critical situations.* *Dedicated social media channels can be used in both the preparation and the execution phases to deliver specific message to the audience. Social media channels like Twitter are more and more used by the emergency services to disseminate alerts and warnings. They are really useful to reach specific target audience.*	*Pre-event and execution phases*
MOBILE APPS	*Dedicated mobile apps – expressly set up for the event - can be used both in the preparation and the execution phases to deliver specific message to the audience such as: logistics, traffic changes, safety measures, news, etc. The communication among the attendees of an event can be enabled by the new generations of Apps (e.g. Firechat) that let people communicate whether they have a data connection or not, by connecting nearby devices to one another over Bluetooth, Wi-Fi networks, or peer-to-peer Wi-Fi.*	*Pre-event and execution phases*

TABLE #01: COMMUNICATION CHANNELS

table 2 of 3

COMMUNICATION CHANNEL	DESCRIPTION	EVENT PHASE *in which the channel can be used*
FACE-TO-FACE COMMUNICATION *(verbal and non-verbal codes)* *(e.g. stewards in the event venue)*	*Direct contact between personnel and the public is an important communication channel, particularly in emergencies.* *Staff with any safety role should be easily identifiable by wearing high-visibility items of clothing. These allow the public to seek them out as a source of assistance and to recognise their authority when appropriate.*	*Execution phase*
PUBLIC ANNOUNCEMENTS *(PA) (public address system)*	*PA system can be used to inform and direct people. The messages should be clear, audible and intelligible for everyone of normal hearing in all parts of the venue, including people in the immediate surrounds.*	*Execution phase*
INFORMATION DISPLAYS BOARDS *(visual panels, dynamic/ mobile displays, giant screens)*	*Information displays boards represent handful tools to increase spatial awareness. They can used to provide up-to-date directional instructions, and the position of rescuers and safe areas.* *During an emergency they can reinforce the warning messages and give information to those who have hearing impairments or speak other languages and may not understand the message delivered through PA system.*	*Execution phase*
CELL BROADCASTING *(text messages)*	*Cell Broadcast (CB) allows overcoming language barriers because it allows sending text message to a large number of subscribers, including visitors from other countries in their desired language (Sanders & William, 2015).*	*Execution phase*
SAFETY SIGNS PLACED IN THE EVENT VENUE *(e.g. emergency exit/ escape route signs; first-aid signs; warning signs; etc.) and hand signals.*	*Safety signs are critical to enable people to efficiently and effectively navigate in the venue. They have to be sufficiently large, clear and readable by the audience inside venue. Safety signs should be placed in locations where people can easily notice them. During emergencies, flashings lights - as opposed to static lights - can be used to grab people's attention to the visual warnings (Kuligowski & Omori, 2013).* *Hand signals represent gestures and movements adopted by the security staff and stewards on the ground to communicate with the public during the event execution. Signs and signals meanings need to be shared with the public directly involved (e.g. in the pre-event phase), in order to make understandable them to as many people as possible.*	*Execution phase*
CONTACT CENTERS/ CALL CENTERS *(Unique Emergency Number – 112)*	*Contact centers represent direct channels to contact emergency services during critical situations. It enables a two-way communication. At European level a unique 112 application do not exist yet (Sanders & William, 2015).*	*Execution phase*

TABLE #01: COMMUNICATION CHANNELS

table 3 of 3

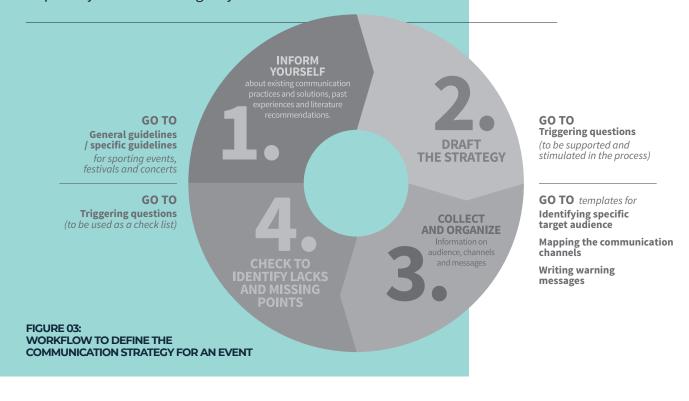| COMMUNICATION CHANNEL	DESCRIPTION	EVENT PHASE *in which the channel can be used*
ALERT SYSTEM	*Alert systems are generally powerful tools for communicating with the audience directly involved during a crisis situation. They are normally used by the governments to inform a large number of residents, through different channels at the same time: spoken calls, text messages; mails.* *An example of alert system used by the POLITIEZONE BRECHT-MALLESCHILDE-ZOERSEL in Belgium is BE-A-LERT (http://www.be-alert.be/).*	*Execution phase*
SIRENS/ LOUDSPEAKERS	*Sirens and loud speakers are generally used during the event execution, especially in emergencies, to inform and direct people to the nearest emergency exits or safety areas.* *Loudspeakers should be placed at strategic points in the venue to be effectively used by security staff, police and stewards for urgent communication. They can work as a back – up in the PA system fails (Health and Safety Executive, 1999).*	*Execution phase*

SECTION #2
COMMUNICATION TOOLS

IN THIS SECTION

Section #2 provides four different communication tools that can be used to define the communication strategy for a specific event.

The tools can be applied both as standing-alone instruments, and included in a workflow for the strategy development as suggested in figure 03. It presents a four-step process leading through the tools use.

At the end of section #2 an Annex includes the empty templates described in chapter #3 and three Emergency Communication Cards. The emergency communication cards are informative sheets addressing the communication in critical situations. The first card deals with crisis communication applied to the evacuation process. The second summarizes the main crowd behaviours typically occurring in an emergency that has been highlighted from the literature. The third one provides some helpful tips to enhance the paralinguistic and non-verbal communication of the security operator when interacting face-to-face with the public, especially in case of emergency.

GO TO
General guidelines / specific guidelines
for sporting events, festivals and concerts

GO TO
Triggering questions
(to be used as a check list)

1.
INFORM YOURSELF
about existing communication practices and solutions, past experiences and literature recommendations.

2.
DRAFT THE STRATEGY

3.
COLLECT AND ORGANIZE
Information on audience, channels and messages

4.
CHECK TO IDENTIFY LACKS AND MISSING POINTS

GO TO
Triggering questions
(to be supported and stimulated in the process)

GO TO *templates for*
Identifying specific target audience

Mapping the communication channels

Writing warning messages

FIGURE 03:
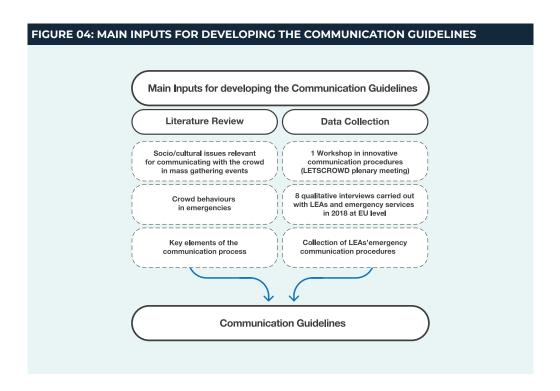**WORKFLOW TO DEFINE THE COMMUNICATION STRATEGY FOR AN EVENT**

CHAPTER #1
GENERAL COMMUNICATION GUIDELINES

IN THIS CHAPTER

The general communication guidelines aim at supporting the event organizers, Law Enforcement Agencies and other key stakeholders involved in the communication process in building-up their context-specific communication strategy. Far from being exhaustive, guidelines stand as a starting point for further actions. They do not provide a list of specific messages or communication measures, but present general recommendations to improve the communication competences of the stakeholders.

The communication guidelines reported in this toolkit combine data collected through the workshop and the interviews with Law Enforcement Agencies and first responders (members of the LETSCROWD project consortium), with inputs from the literature review, including the key elements of the communication process described in the Section #1. All the elements are synthetized in figure 04.

FIGURE 04: MAIN INPUTS FOR DEVELOPING THE COMMUNICATION GUIDELINES

COMMUNICATION IN THE PRE-EVENT PHASE OF A MASS GATHERING

Key characteristics of the communication in the pre-event phase (IMPACT project, 2017):

It is carried out with no time pressure;

The target of the communication is people involved in ordinary activities or routines. In these cases psychological processes quite flow without particular constraints;

People presenting special needs have the possibility and time to be supported. Their necessities can be identified in advance.

Communication objectives. Informing on:

Public transports logistics, traffic (e.g. changes in mobility; access restrictions, etc.) concerning the event;

Safety and security measures that will be applied in the event venue;

Tips concerning weather conditions and suggestions to cope with them;

Different risks that could occur during the event.

GENERAL COMMUNICATION GUIDELINES FOR THE PRE-EVENT PHASE

Identify roles and responsibilities across the key stakeholders:

Event organiser;
Local authorities (e.g. Municipality);
Police/ security officers;
First responders (i.e. fire-fighters, medical emergency service);
Defence/Army;
Civil Protection;
Media partners;
The communication coordinator at national and local level.

Identify communications goals (see above *Communication objectives*).

Adopt a people-centred communication approach. Identify target audiences to communicate with, and evaluate their information needs and communication preferences. Knowledge of the groups - and their social identities - within a crowd will assist key stakeholders in understanding the nature of individuals who are motivated towards violence and risky behaviours. It is also important to take into account of the extent to which a crowd has leadership and organisation, its level of cohesion and the identity of its key influencers and leaders, depending on the type of the event.

Identify communication resources and channels that can be used to reach and influence the target audiences. A multi-channel strategy is highly recommended in order to reach as many people as possible.

Prepare a communication plan in which all the aspects listed above have to be included. The plan should incorporate information and expectations concerning audience's behaviour based on typologies.

Hold meetings with key representative stakeholders to coordinate and discuss collaborative communications actions and needs.

Coordinate and collaborate with other credible sources that will help key stakeholders to get key messages across with greater effectiveness. Collaborate with the communities and the religious leaders. These ones can offer a greater understanding of how their members may react in certain crises and emergencies. The *community mediators* play a special role in providing key information regarding specific groups and/ or communities. They are able to assist in dispelling rumour, reducing conflict and facilitating the flow of information to and from the community (ACPOS & NPIA, 2010).
Mediators may:

- have influence or authority;
- be part of the community or represent it;
- be a member of an organisation with statutory responsibilities;
- have an awareness of community issues;
- use of media to communicate key information.

Increase public awareness of the event by sharing information on security and safety measures that will be applied to the event;

Foster the emergency preparedness. A change of mentality and culture is needed. It concerns private event organizers, local authorities but also people. They need to be more aware and informed on the safety and emergency measures in order to be prepared and adequately respond during critical situations, knowing how to properly behave. They do not just wait for an external help. Everyone has to be actor of his own security (e.g. actively exchanging information; creating a strategy with the people attending an event, etc.).

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COMMUNICATION IN THE EXECUTION PHASE OF A MASS GATHERING

Key characteristics of the communication in the execution phase in case of critical situations (IMPACT project, 2017):

It is carried out with time pressure;

The target of the communication is composed of people undergoing traumatic or stressful situations. In this condition, psychological processes are altered by the ongoing experience and cannot flow in a harmonized and effective way;

People presenting special needs may not have the possibility to be supported by relatives and/or be incapacitated to ask for help.

Communication objectives during an emergency. They consist in:

Alerting;

Saving lives and minimizing injuries;

Situation and evolution updating;

Providing measures that the target groups should observe;

Preparing the people egress from the venue and optimize the evacuation time;

Facilitating rescue response;

Promoting cooperation among crowd members in order to enhance an *emergent-shared identity* (sense of unity, psychological togetherness, groupness) and a *collective resilience* among the crowd members;

Keeping media informed.

GENERAL COMMUNICATION GUIDELINES FOR THE EXECUTION PHASE, IN CASE OF EMERGENCY

Monitor and analyse what is happening on the field. The assessment is the basis for decisions concerning measures to be applied.

Exploit the communication strategies identified in the pre-event phase (e.g. concerning channels).

Use information collected in advance **on target audience to frame adequate messages** to communicate with them.

Reach vulnerable audience (e.g. visually impaired visitors, auditory limited visitors, etc.).

Issue effective warning messages that should be timely, reliable, credible and concise.

Tell people how to behave. Provide guidance on actions people should take to cope with the specific critical situation. Guidance on actions has to take into account the types of audience involved at different level (i.e. people attending the event inside and outside the venue, citizens and generic public).

Facilitate information seeking in the event venue. Help people seeking information by ensuring that safety signs and signals used (verbal, hand signals and pictograms) are placed where people are expected to find or look for them.

Address people's concerns with concrete answers and, if applicable, specific actions they can take.

Show that you care about the situation and understand what is going on. Empathy is the ability to identify with and understand somebody else's feelings or difficulties.

Local, regional, national communication should be coordinated.

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SOCIO-CULTURAL ASPECTS TO BE TAKEN INTO ACCOUNT WHEN COMMUNICATING WITH A MULTICULTURAL CROWD

Two fundamental rules guide the communication with people with different cultural backgrounds (Pirazzi et al., 2004):

> All elements of non-verbal communication (e.g. gestures, body position, distance between people who are communicating, gaze, etc.) are culturally established. Since the non-verbal communication often carries more weight than the verbal content when communicating, a great deal of attention to these aspects must be paid;

> Bear in mind that what goes without saying in communication between people sharing the same cultural background is not necessarily obvious to someone belonging to a different culture and should therefore be rendered explicit.

GENERAL RECOMMENDATIONS TO ADDRESS CROWDS' SOCIO-CULTURAL ASPECTS

Be aware of the broader social, cultural or political considerations that may influence communication with your audience.

Translate written materials in the major languages spoken by people attending the event to ensure that limited national language and not English proficient people are informed and have access to warnings and emergency-related information.

All the information about the event should be provided in different languages, depending on the type of the event. In sporting events like football or rugby matches, it is highly recommended to have speakers using the national language and that of the guest team. In concerts and festivals, information should be provided at least in the national language and in English. In the case of specific events usually attended by groups coming from specific countries, information shall be spread also in their language. Linguistic and cultural appropriateness of messages disseminated should be always guaranteed and verified.

Set up language services (e.g. information desk in different languages) for the event and notify crowd that they are available.

Build partnership and networks with local cultural communities. Networks with local trusted sources (e.g. local cultural communities) should be created. Their leaders or representatives have to be involved in the communication strategy to work as contact/ reference points for communicating with people of the same culture/ country attending the event. Maintain a database of the trusted sources identified.

Identify bilingual/ multi-language employees who can provide assistance to people attending the event, keeping in mind that individuals who serve as translators and interpreters must be competent to do so.

Improve signs and signals recognisability. Help broader comprehension of safety signs and signals by creating knowledge on them: i.e. sharing meanings concerning codes chosen for the verbal, hand signals and pictograms among the audience (especially public directly involved) in the pre-event phase or before the event starts, when the public is in the venue.

CHAPTER #2
TRIGGERING QUESTIONS

IN THIS CHAPTER

Triggering questions (Darwin Project, 2018) can help thinking and stimulating the design of the communication strategy. They concern the pre-event and the execution phases of mass gatherings and refer to the main key elements of the communication process identified in Section #1:

- Communicator
- Message
- Channels
- Filters
- Audience

Triggering questions can be used during the process, when setting up the several components of the communication strategy or/ and at the end of the process. In this case they work as checklist, allowing the identification of lacks, missing points and to verify that all the relevant aspects have been addressed.

COMMUNICATOR
TRIGGERING QUESTIONS

CHECK & NOTE

Do we have a crisis communication plan or a communication strategy that gives guidance on who and how to communicate? ☐

Are relevant roles aware of their responsibilities on communication? ☐

Is our communication plan sufficiently coordinated with other relevant authorities/organizations? ☐

Does our communication strategy adequately encourage trust and acceptance by the public? ☐

Is our information presented in a way or place that makes it trustworthy? ☐

_____

_____

_____

_____

_____

MESSAGE
TRIGGERING QUESTIONS

CHECK & NOTE

What should the content be? What are the audience's expectations?
(Garforth & Oackley, 1985)

☐

What form should the message take? How can the message be put into the words, pictures or symbols that the audience will understand and take notice of? (Garforth & Oackley, 1985)

☐

Have we considered in which languages the information needs to be communicated?

☐

Do we have a strategy to counter misinformation
(e.g. asking for the groups leaders collaboration)?

☐

CHANNELS
TRIGGERING QUESTIONS

CHECK & NOTE

Through what kind of channels are we able to communicate with the public? ☐

Are people aware of where they can access the information? ☐

Do we use communication channels that people already use every day? ☐

Are the communication channels sufficiently up-to-date? ☐

Does the selection of our communication channels take into account the target audience? ☐

Do our communication channels risk being overloaded? ☐

FILTERS
TRIGGERING QUESTIONS

CHECK & NOTE

Is the audience able to understand the information
(e.g. language barriers, etc.)? ☐

Is our information sufficiently accessible to the public? ☐

Is our communication adequate to meet the actual needs of the public? ☐

AUDIENCE
TRIGGERING QUESTIONS

CHECK & NOTE

What information does the public want or need to attend the event? ☐

How much does the audience already know about the event? ☐

Do we clearly communicate responsibilities of individuals in the pre-event and execution phases concerning how to be prepared and properly behave in case of emergency? ☐

How do we seek feedback from the public in the pre-event and execution phases? ☐

What capability – in terms of human and technical resources - do we need to respond to the public's requests for information? ☐

IN CASE OF EMERGENCY

Are we communicating in a way to lessen the psychological impacts of people involved and to mitigate the escalation of risky behaviours? ☐

How are we responding to the public's information needs? ☐

How are we using the public as a partner in the crisis? ☐

Are we giving to the public sufficient opportunities to help in gathering and spreading relevant information? ☐

How are we recognizing and reinforcing supportive behaviours by the public? ☐

_____

_____

_____

_____

_____

CHAPTER #3
TEMPLATES

IN THIS CHAPTER

Templates are worksheets helpful to collect relevant information concerning the key elements of the communication process.
This chapter includes:

> A template for identifying the specific target audience attending an event;
>
> A template for supporting the mapping of the channels with the message to be delivered;
>
> A template for constructing warning messages.

Their purpose is to support the process of collecting and organizing available information, to enhance the preparedness and the communication effectiveness.
The three templates can be used as different steps of a unique process, as suggested in this chapter. However, they can also be applied as standing-alone tools.
The empty templates, ready to be used, are included in the *resources* section of this toolkit.

TEMPLATE FOR IDENTIFYING SPECIFIC TARGET AUDIENCE

This worksheet can be used to list all the subgroups of the audience attending a mass gathering and to write key points and characteristics to be considered for delivering effective messages. The information requested in the template refer to the audience classification introduced in Section #1. Other audience classifications can be applied, depending on the type of mass gathering and the categories usually used in the everyday working practices. A partially filled-in worksheet is provided here, as example. It refers to an international football match.

Read also
AUDIENCE - SECTION #1

List below the main well known subgroups of target audience that can be identified in the preparation phase.

Use the rows below to write down the relevant aspects and key characteristics of the specific target groups identified.

SPECIFIC TARGET AUDIENCE	KEY POINTS AND CHARACTERISTICS to be considered about the audience
PEOPLE DIRECTLY INVOLVED, INSIDE THE VENUE hosting the mass-gathering event *(i.e. people attending the event both as spectators and participants, people working at the event)*	
e.g. Team supporters	*Two large supporters groups of competing teams speaking at least two different languages (e.g. French and Spanish) are expected. Mostly men, aged between 18 and 50 (intergenerational composition). Teams supporters could be non-cooperative.*
Small group of friends	*...*
Families	*A considerable number of families are expected to attend the match. Different nationalities are expected.*
Individuals with special needs and their families	*Few individuals with wheelchair are expected to come. Check accessibility of information.*
...	*...*
PEOPLE DIRECTLY INVOLVED, OUTSIDE THE VENUE hosting the mass-gathering event *(i.e. people selling drinks and food; people attending the event without tickets; people waiting to enter the venue, waiting for others, camping nearby)*	
e.g. drink and food sellers	*...*
Small groups of people attending the event without tickets	*...*
...	*...*
CITIZENS *(i.e. neighbourhood, residents, people living in the city hosting the event)*	
Residents	*Living in the neighbourhood where the stadium is placed. Around 1000 inhabitants.*
GENERIC PUBLIC *(i.e. at national and international level that receive information especially from social media and traditional media - e.g. national/ international press; TV; Radio).*	
...	

TEMPLATE FOR MAPPING THE COMMUNICATION CHANNELS

Once the specific subgroups of the target audience have been identified, the suggested next step is to complete the communication channels template. It aims at mapping out the communication channels with the audience, taking into account channel characteristics and the audience's needs and specificities.

Read also
CHANNELS- SECTION #1

Here below, the template for mapping the available channels has been partially drafted referring to the international football match.

List below all the communication channels available for the organisation of the event.

Check the target audience to which each channel refers.

COMMUNICATION CHANNELS	TARGET AUDIENCE		
	PEOPLE DIRECTLY INVOLVED IN THE VENUE *(inside the venue)*	**PEOPLE DIRECTLY INVOLVED IN THE VENUE** *(outside the venue)*	**CITIZENS**
Websites	☐ *If possible, specify internal categories of people directly involved* - *team supporters*	☐ *If possible, specify internal categories of people directly involved*	☐ *If possible, specify internal categories of citizens*
Neighbourhood meetings	☐	☐	☐
Promotional materials (posters, leaflets)	☐	☐	☐
Traditional media (newspapers, TV, etc.)	☐	☐	☐
Social Media (Facebook, Twitter)	☐	☐	☐
Mobile Apps	☐	☐	☐
Face-to-face communication (e.g. stewards)	☐	☐	☐
Public announcements (public address system)	☐	☐	☐
Information displays boards (electronic boards, visual panels, etc.)	☐	☐	☐
Cell broadcasting (text messages)	☐	☐	☐
…	☐	☐	☐

Write down notes concerning general recommendations.

Specify below the main info to be provided to the target audience through the specific channel.

GENERIC PUBLIC	GENERAL RECOMMENDATIONS FOR THE USE OF THE CHANNELS	SUGGESTED INFO TO PROVIDE	PHASE OF THE EVENT
☐	*Website should contain information developed at least in two languages.*	*- Info about the measures that the target groups should observe.* *- Info about the layout of the venue.* *- Info about the logistic of the venue.*	*Pre-event phase*
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			

WARNING MESSAGE MAP TEMPLATE

When planning the communication with the public, one of the most powerful tool that can be used to organize and create key warning messages is a message map. A warning message aims at providing information to the audience on the state of the emergency and how to behave during the emergency. A message map is an effective tool that can help to keep in mind all the relevant information for each key message. In the pre-event phase, the warning message map has to be related to likely incident scenarios that could occur in the event. Scenarios should be identified in advance in the communication plan. Even if the communication is context-based and changes according to the critical situation, few general recommendations to create and disseminate a warning message can be identified:

Tell the crowd as much as they have to know.

Think of the psychological impact if you tell people more than they need to know, or less.

Bear in mind that the message structure may vary according to the type of channel used to issue warnings (e.g. Twitter feeds: 140 character limit for each tweet).

Messages have to consist in simple and short sentences delivered in time to take appropriate actions.

The message content depends on the information available in the specific time when the message has to be delivered.

Bear in mind that we can communicate only what we know. Never adding too detailed information that are not needed.

Use a multiple channel approach to disseminate the warning message, including visual and audible means and, when possible, face-to-face communication should accompany the audible messages.

Make sure to clearly address distinct audience within the message, e.g.: "Instructions for families" [followed by message for families]; "Instructions for people outside the event venue" [followed by the message]; "instructions for team "X" supporters [followed by a message].

A warning message should be repeated at least once.

Warning messages should be repeated at intervals, rather than consecutively.

Write down the specific target audience that should be addressed by the warning message.

MESSAGE MAP TEMPLATE

SPECIFIC TARGET AUDIENCE ADDRESSED

Instructions for families

REQUIRED INFO

Before framing the warning message, it is important to fill in the cells with the required information (What and Why).

WHAT *actions people should take? (guidance on what to do)*

E.g. Evacuate the stadium.

WHY *are these actions necessary? (description of the hazard/ threat and its consequences)*

E.g. A fire has been reported in Sector A of the Stadium.

ARE THERE ANY SOCIO-CULTURAL ASPECTS THAT SHOULD BE CONSIDERED?

E.g. Prepare the warning message in at least two languages (local and English)

KEY WARNING MESSAGE (FULL VERSION)

Once the required information has been filled out, and the socio-cultural aspects taken into account, try writing the full version of the warning message.

E.g. Channel - Stadium public announcement:

This is mario Rossi, the stadium security officer. A fire has been reported in the Sector A of the stadium.
Follow the directions from the security staff and go to the closest emergency exit.

CHAPTER #4
SPECIFIC GUIDELINES FOR SPORTING EVENTS, FESTIVAL AND CONCERTS

IN THIS CHAPTER

The research carried out in the LETSCROWD project with the Law Enforcement Agencies and first responders involved, allowed collecting successful experiences, everyday working practices, solutions and suggestions for improvements concerning the external communication with crowds attending mass gatherings.

These data have been worked out and organized in specific recommendations for Law Enforcement Agencies, event organisers and the other stakeholders involved in the communication process. On the basis of data collected, specific guidelines have been generated for two types of mass gatherings: sporting events on one side and festivals and concerts on the other side.

GUIDELINES STRUCTURE

The key elements of the communication process, as well as the socio –cultural issues relevant for communicating with the crowd introduced in Section #1, have been used to organise the structure of the specific guidelines. Starting from the distinction between pre-event and execution phase of an event, six questions have been used as key drivers for the specific guidelines creation:

WHAT do we communicate?
(i.e. objectives and sub-objectives of the communication)

WHO are the main communicators and audiences?
(i.e. main actors involved in the communication process)

HOW do we communicate and what?
(i.e. channels and messages)

WHICH crowds' socio-cultural characteristics can influence the communication?
(i.e. audience's social identities, socio-demographic aspects)

WHICH filters depending on crowds' socio-cultural characteristics affect the communication? (e.g. language)

GENERAL RECOMMENDATIONS:
How can we address communication filters depending on the crowds' socio cultural characteristics?

CHAPTER #4
**SPECIFIC
COMMUNICATION
GUIDELINES FOR
SPORTING EVENTS,
FESTIVAL AND
CONCERTS**

48

Specific guidelines are organized in four tables concerning the pre-event and the execution phases of sporting events and festivals/concerts. Tables cover information on: **WHAT, WHO, HOW** and **GENERAL RECOMMENDATIONS**, and are introduced by a description of crowds' socio-cultural characteristics and filters, as follows.

COMMUNICATION GUIDELINES FOR SPORTING EVENTS

Which crowds' socio-cultural characteristics can influence communication in sporting events?

In sporting events, two major types of social identity should be considered, i.e. nationality, as large group identity in case of international matches, and the subgroup of membership. Often, in a sporting event (i.e. football match), the crowd is composed of two large supporters groups of competing teams. The belongingness to a team overcomes other in-group differences (e.g. linked to the age). A common social identity reinforces a shared behaviour within the group of supporters. In the case of football supporters, two different shared social identities are in strong competition with each other. This aspect should be considered to communicate with them.

During an emergency, it is important to encourage a shared identity across the rival team supporters to ensure collaborative behaviours. However, different emergency pathways and exits have to be used during the evacuation to keep supporters of the two different teams separated.

On the contrary, in RUGBY matches, despite two different teams are in competition with each other, supporters are more cooperative and show a broader belongingness approach: to the sport of rugby in general. This perspective allows overcoming antagonism and related behaviours.

Which filters depending on crowds' socio-cultural characteristics affect the communication?

Language depends on the type of competition (i.e. national, international). In case of international matches, specific subgroups of foreign spectators are expected. Supporters will speak at least two different languages.

Concerning the *sign comprehension*, the interpretation of safety signs and gestures used and placed in the event venue (e.g. emergency exit/ escape route signs; first-aid signs; warning signs; etc.) may possibly vary within different countries.

WHY DO WE COMMUNICATE?		WHO ARE THE MAIN COMMUNICATORS AND AUDIENCE?	
COMMUNICATION OBJECTIVES	**SUB-OBJECTIVES**	**COMMUNICATOR**	**AUDIENCE**
#1 MARKETING AND INFORMING ABOUT THE EVENT AT GENERAL LEVEL		. **EVENT ORGANISER** in coordination with all the stakeholders involved *(e.g. national and local authorities, Law Enforcement Agencies, first responders, broadcast and media partners)*	. **GENERIC PUBLIC**
#2 INCREASING PUBLIC AWARENESS OF THE EVENT	**#2.1 FACILITATING TWO-WAY COMMUNICATION AMONG COMMUNICATORS AND AUDIENCE**	Coordinated communication flows running in parallel: . **EVENT ORGANISER** . **LOCAL AUTHORITIES** *(e.g. City Hall)* . **LAW ENFORCEMENT AGENCIES (LEAs)**	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS**
	#2.2 INFORMING ABOUT LOGISTIC, PUBLIC TRANSPORT AND TRAFFIC *(e.g. changes in mobility and traffic; recommended routes, road closures, access restrictions, etc.)*	Coordinated communication flows running in parallel: . **EVENT ORGANISER** . **LOCAL AUTHORITIES** *(e.g. City Hall)* . **LAW ENFORCEMENT AGENCIES**	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS**
	#2.3 WARNING THE PEOPLE OFF TO REDUCE RISK AND AVOID OVERCROWDING *(e.g. discouraging people to attend the event outside the venue)*	. **EVENT ORGANISER** . **LOCAL AUTHORITIES** *(e.g. City Hall)* . **LAW ENFORCEMENT AGENCIES**	. **PUBLIC DIRECTLY INVOLVED** outside the venue . **CITIZENS**
	#2.4 FOSTERING EMERGENCY PREPAREDNESS	. **EVENT ORGANISER** . **LOCAL AUTHORITIES** *(e.g. City Hall)* . **LAW ENFORCEMENT AGENCIES**	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS**
	#2.5 INFORMING ON THE GENERAL SECURITY MEASURES APPLIED INSIDE AND OUTSIDE THE VENUE	. **LAW ENFORCEMENT AGENCIES**	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS**
#3 BUILDING PARTNERSHIP WITH LEADERS AND REPRESENTATIVES OF THE TEAMS SUPPORTERS	**#3.1 INFORMING TEAMS SUPPORTERS ABOUT HOW THEY HAVE TO BEHAVE**	. **LAW ENFORCEMENT AGENCIES**	. **TEAM SUPPORTERS LEADERS AND REPRESENTATIVES** as part of the public directly involved inside the venue

HOW DO WE COMMUNICATE AND WHAT?		HOW CAN WE ADDRESS COMMUNICATION FILTERS DEPENDING ON CROWDS' SOCIO-CULTURAL CHARACTERISTICS?
CHANNELS	**MESSAGES**	**HELPFUL TIPS**

. SOCIAL MEDIA
. TRADITIONAL MEDIA
  at international and
  national level
  (e.g. TV; papers; radio)
. PRINTED MATERIALS
  (e.g. flyers, posters, etc.)
	N/A	**REACH ALL AUDIENCE**
		A multi-channel strategy has to be developed at general level taking into account channels usually used by the audience attending sporting events, and those typically adopted by the team supporters.

. SOCIAL MEDIA *(e.g. event organiser's Facebook page and Twitter account; LEA's Facebook page and Twitter account)* . LEA's MOBILE APP	N/A	**BUILD AND ENABLE A TWO-WAY COMMUNICATION SYSTEM** among communicators and audience. Communicators should provide trustworthy and dedicated accounts in social media (e.g. Twitter) or a mobile application that allow a direct communication with the audience. This account has to be active every day in the pre-event phase to gain trust and maintain the communicators' digital reputation.

. SOCIAL MEDIA
  (e.g. event organiser's Facebook page and Twitter account; LEA's Facebook page and Twitter account)
. LEA's MOBILE APP
. CITY HALL WEBSITE
. EVENT ORGANISER'S
  WEBSITE
. TRADITIONAL MEDIA
  at local level *(e.g. TV; papers; radio)*
. PRINTED MATERIAL
  (e.g. leaflets)
	N/A	**REDUCE LANGUAGE BARRIERS**
		In case of international sporting events where people from different countries are expected, information about the event should be provided at least in the national language and in English, using all the channels available. In sporting events like football or rugby matches, information should be provided also in the language of the guest team. Cultural and linguistic appropriateness of messages disseminated should be always guaranteed and verified involving mother-tongue translators and speakers. The information could also be printed on the ticket or promotional leaflet.

. SOCIAL MEDIA
  (e.g. LEA's Facebook page and twitter account)
. CITY HALL WEBSITE
. TRADITIONAL MEDIA
  at local level *(TV; papers; radio)*
	N/A	

. SOCIAL MEDIA
  (e.g. event organiser's Facebook page and twitter account; City Hall Facebook page and twitter account; LEA's Facebook page and Twitter account)
. CITY HALL WEBSITE
. EVENT ORGANISER'S
  WEBSITE
. EXCLUSIVE CHANNELS
  (e.g. dedicated websites and Facebook pages) have to be established to disseminate information on preparedness
	A MESSAGES MAP has to be prepared in advance for making sure that messages correctly reach the public
	
	SEE WARNING MESSAGE MAP TEMPLATE
		REDUCE LANGUAGE BARRIERS *(see above)*
		
		RAISE SAFETY AWARENESS
		Information concerning different risks that could occur and how to properly behave in case of emergency should be issued via any available channel. Maps, safety and security instructions should be printed and/ or available online. Be sure that mother-tongue professionals translate them in different languages. Ensure that information is visible, reachable and readable.
		
		ENHANCE SIGNS COMPREHENSION
		To make sure that signs and signals are understood by as many people as possible attending an event, it is necessary to create knowledge on them, by sharing their meanings among the public directly involved in the pre-event phase (e.g. through exclusive channels, city hall and event organizer's websites).

. SOCIAL MEDIA
  (e.g. LEA's Facebook page and twitter account)
. LEA's MOBILE APP
. EVENT ORGANISER'S
  WEBSITE
	N/A	

. FACE-TO-FACE COMMUNICATION	N/A	**IMPROVE KNOWLEDGE ON THE TEAMS SUPPORTERS' WORLD VIEW** Especially in the case of football matches, to effectively communicate with team supporters, LEA officers should be familiar with their group organization and leadership, belief system, jargon, symbols, values and norms.

WHY DO WE COMMUNICATE?		WHO ARE THE MAIN COMMUNICATORS AND AUDIENCE?	
COMMUNICATION OBJECTIVES	**SUB-OBJECTIVES**	**COMMUNICATOR**	**AUDIENCE**
#1 INFORMING ON THE SAFETY MEASURES AND BEHAVIOURS TO BE APPLIED IN CASE OF EMERGENCY *(BEFORE THE EVENT STARTS)*	**#1.1 INCREASING SAFETY AWARENESS**	. EVENT ORGANISER	. PUBLIC DIRECTLY INVOLVED inside the venue
#2 WARNING THE CROWD IN CASE SOMETHING CRITICAL OCCURS	**#2.1 GUIDING PUBLIC'S BEHAVIOUR TO ALLOW A TIMELY AND EFFECTIVE RESPONSE**	Coordinated communication flows running in parallel: . **EVENT ORGANISER** . **COMMAND POST** established on the ground with representatives of the main stakeholders involved in the event management *(e.g. LEAs, local and national authorities, first responders, broadcast and media partners, stewards coordinator, etc.)* . **STEWARDS**	. **PUBLIC** directly involved inside and outside the venue
#3 PREPARING THE EGRESS AND OPTIMIZING THE EVACUATION TIME	**#3.1 PROVIDING INFORMATION TO THE PUBLIC DIRECTLY INVOLVED ABOUT HOW THEY HAVE TO BEHAVE (WHAT TO DO) DURING CRITICAL SITUATIONS**	Coordinated communication flows running in parallel: . **EVENT ORGANISER** . **COMMAND POST** . **LAW ENFORCEMENT AGENCIES** . **STEWARDS**	. **PUBLIC** directly involved inside and outside the venue
#4 TAKING CARE ABOUT SOCIAL MEDIA COMMUNICATION ROLE	**#4.1 MANAGING THE TWO-WAY COMMUNICATION SYSTEM ENABLED IN THE PRE-EVENT PHASE**	. **LAW ENFORCEMENT AGENCIES**	. **PUBLIC** directly involved inside and outside the venue . **CITIZENS**

HOW DO WE COMMUNICATE AND WHAT?		HOW CAN WE ADDRESS COMMUNICATION FILTERS DEPENDING ON CROWDS' SOCIO-CULTURAL CHARACTERISTICS?
CHANNELS	**MESSAGES**	**HELPFUL TIPS**
. INTEGRATED AUDIO AND VISUAL SYSTEM *(i.e. loudspeakers and giant screens/ dynamic displays)*	. INSTRUCTIONS ON SAFETY BEHAVIOURS . VENUE MAP *(focus on emergency exits, escape routes)* . EXPLANATION OF THE SAFETY SIGNS AND SIGNALS placed in the venue and that will be used to communicate with the crowd in case of emergency *(pictograms, hand signals)*	**ENHANCE SAFETY AWARENESS** Before the event starts, when attendees are inside then venue waiting for the match, the giant screens, together with the stadium audio system, should be used to share with the crowd information concerning the venue map, channels used to communicate, safety measures and behaviours to be applied in case of emergency. For this purpose, an explainer video could be realized in which a steward speaks directly with the crowd showing all the relevant aspects to be taken into account in case of emergency (e.g. emergency exits). **USE A MULTI-LANGUAGE APPROACH** Information has to be provided in different languages. In sporting events like football or rugby matches, information should be provided in the language of the two groups of team supporters.
. GIANT SCREENS in the venue . EMERGENCY SIGNS placed in the venue . FACE-TO-FACE COMMUNICATION . PUBLIC ANNOUNCEMENT AND LOUDSPEAKER SYSTEMS . HAND SIGNS/ SAFETY GESTURES	. A WARNING MESSAGE provides information on WHAT actions people should take and WHY these actions are necessary **SEE WARNING MESSAGE MAP TEMPLATE**	**REACH ALL AUDIENCE** The multi-channel strategy set up in the pre-event phase has to be applied. **ENSURE COMMUNICATION REDUNDANCY** Warning messages framed in the pre-event phase (see #2.5 "Fostering emergency preparedness" sub-objective) should be consistently issued using the available channels. The visual system can be used to run emergency information and safety signs. **USE A MULTI-LANGUAGE APPROACH** Warning messages should be provided in the languages of the team supporters groups. Cultural and linguistic appropriateness of messages disseminated should be always guaranteed and verified involving expert mother-tongue speakers. **ASK FOR THE COLLABORATION OF TEAM SUPPORTERS' LEADERS** to gain supporters' attention and cooperation. Leaders are recognized and trusted by the supporters. **BE AWARE OF VERBAL AND NON-VERBAL COMMUNICATION** In case of emergency, stewards, police and the other first responders on the ground directly interact with the public. They need to be aware of how they are communicating with the public, to avoid increasing risky behaviours. They have to speak slowly, with a self-assured vocal tone, having a stable eye contact and controlling their emotions.
. GIANT SCREENS should be used to repeatedly inform public on how to escape . EMERGENCY SIGNS placed in the venue . FACE-TO-FACE COMMUNICATION . PUBLIC ANNOUNCEMENT AND LOUDSPEAKER SYSTEMS . HAND SIGNS/ SAFETY GESTURES	. MESSAGES CONTENT VARIES ACCORDING TO THE TYPE OF EMERGENCY *(e.g. "Stay calm, stay where you are"; "Leave the place"; "Follow the instructions given by the police/ stewards"; "Listen to the instructions and execute them".)*	**REACH ALL AUDIENCE AND USE A MULTI-LANGUAGE APPROACH** All the instructions provided in the evacuation phase have to be delivered using a multi-channel strategy and a multi-language approach. During the evacuation, clear and accurate information is mandatory. To optimize the effectiveness of the loudspeakers communication, the same message should be recorded in each loudspeaker. LEA officers and/ or stewards can be positioned in pre-determined conflict points (in front of the main panels; at the top of the stairs, i.e. in the places where people usually stop) to indicate the most appropriate way to egress. Conflict points have to be identified in the emergency plan. Giant screens can be used to show an explainer video with stewards or LEA officers indicating the nearest emergency exits. Meanwhile, stewards should create cordons to direct the evacuation of people.
. SOCIAL MEDIA *(e.g. LEA's Twitter account)* . LEA's MOBILE APP when available		**USE A MULTI-LANGUAGE APPROACH** Information has to be provided in the languages of the main attending groups. Thanks to the communication strategy/ plan developed in the pre-event phase, LEAs in charge of managing social media should be ready to mobilize extra communication resources.

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CHAPTER #4
SPECIFIC
COMMUNICATION
GUIDELINES FOR
SPORTING EVENTS,
FESTIVAL AND
CONCERTS

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Tables cover information on: **WHAT, WHO, HOW** and **GENERAL RECOMMENDATIONS,** and are introduced by a description of **crowds' socio-cultural characteristics** and **filters**, as follows.

Specific guidelines are organized in four tables concerning the pre-event and the execution phases of sporting events and festivals/concerts. Tables cover information on: **WHAT, WHO, HOW** and **GENERAL RECOMMENDATIONS,** and are introduced by a description of **crowds' socio-cultural characteristics** and **filters**, as follows.

COMMUNICATION GUIDELINES FOR FOR FESTIVALS AND CONCERTS

Which crowds' socio-cultural characteristics can influence the communication in sporting events?

In festivals and concerts different categories of *social identity* should be considered: the nationality as large group identity (festivals are international events); the subgroup of membership (e.g. fans groups or fans communities); transitory clusters (people sharing the "collective effervescence" and the transitory belongingness to the specific festival).

According to the different types of festival (e.g. music), several kinds of group memberships can be identified. For instance, music is considered to define social identity for oneself and for others. Different musical styles mark off specific social identities characterized by jargons, non-verbal codes, practices/ activities (including alcohol and drug assumption) and attitudes (e.g. towards the authority).

Age is a socio-demographic aspect that could be very influential in this type of event, especially in case of music festivals usually attended by young people. Communicating with "millennials" is an issue to explore further. New communication patterns are requested according to how millennials use social media and mobile technologies.

During an emergency it is important to support the creation of an *emergent-shared identity* (sense of unity, solidarity, psychological togetherness, groupness) among the crowd members. Furthermore, public's self-efficacy, self-reliance and a shared responsibility for event safety also need to be fostered by communication in order to empower the crowd's collective efficacy.

Which filters depending on crowds' socio-cultural characteristics affect the communication?

Festivals are international events, and the attending groups may come from different foreign countries. The crowd is composed by a huge number of not native speakers. Furthermore, depending on the type of festival (e.g. music, cinema, comics, theatre, etc.), specific subgroups using different types of jargons, symbols and non-verbal codes, are expected.

Concerning the *signs comprehension*, the interpretation of safety signs and gestures used and placed in the event venue (e.g. emergency exit/ escape route signs; first-aid signs; warning signs; etc.) may possibly vary within different countries.

WHY DO WE COMMUNICATE?		WHO ARE THE MAIN COMMUNICATORS AND AUDIENCE?	
COMMUNICATION OBJECTIVES	**SUB-OBJECTIVES**	**COMMUNICATOR**	**AUDIENCE**
#1 MARKETING AND INFORMING ABOUT THE EVENT AT GENERAL LEVEL		. EVENT ORGANISER in coordination with all the stakeholders involved *(e.g. Municipality, Law Enforcement Agencies, First Responders, Civil Protection, broadcast and media partners)*	. GENERIC PUBLIC
#2 INCREASING PUBLIC AWARENESS OF THE EVENT	**#2.1 FACILITATING TWO-WAY COMMUNICATION BETWEEN THE COMMUNICATOR AND AUDIENCE**	. EVENT ORGANISER	. PUBLIC DIRECTLY INVOLVED inside and outside the venue . CITIZENS
	#2.2 INCREASING RESIDENTS' AWARENESS OF THE EVENT *(in the neighbourhood of the festival)*	. EVENT ORGANISER	. CITIZENS *(i.e. residents)*
	#2.3 INFORMING ABOUT THE EVENT, ACCESS CONDITIONS, ACCESSIBILITY MEASURES, LOGISTIC AND REGULATIONS	. EVENT ORGANISER	. PUBLIC DIRECTLY INVOLVED inside and outside the venue . CITIZENS
	#2.4 FOSTERING EMERGENCY PREPAREDNESS	. EVENT ORGANISER in coordination with . LAW ENFORCEMENT AGENCIES (LEAs)	. PUBLIC DIRECTLY INVOLVED inside and outside the venue . CITIZENS
	#2.5 INFORMING ON THE GENERAL SECURITY AND SAFETY MEASURES APPLIED INSIDE THE VENUE	. EVENT ORGANISER	. PUBLIC DIRECTLY INVOLVED inside and outside the venue . CITIZENS

WHY DO WE COMMUNICATE?		WHO ARE THE MAIN COMMUNICATORS AND AUDIENCE?	
COMMUNICATION OBJECTIVES	**SUB-OBJECTIVES**	**COMMUNICATOR**	**AUDIENCE**

HOW DO WE COMMUNICATE AND WHAT?		HOW CAN WE ADDRESS COMMUNICATION FILTERS DEPENDING ON CROWDS' SOCIO-CULTURAL CHARACTERISTICS?
CHANNELS	**MESSAGES**	**HELPFUL TIPS**
. SOCIAL MEDIA . EVENT WEBPAGE . TRADITIONAL MEDIA *(TV, papers at international and national level)* . PRINTED MATERIALS *(e.g. flyers, posters, etc.)*	N/A	**REACH ALL AUDIENCE** A multi-channel strategy has to be developed at general level taking into account any channel usually used by the audience attending a festival.
. SOCIAL MEDIA *(e.g. event Facebook page and Twitter account; LEA's Facebook page and Twitter account)* . EVENT MOBILE APP *(i.e. a mobile app created and customized for the specific event)* . CALL CENTERS	N/A	**BUILD AND ENABLE TWO-WAY COMMUNICATION SYSTEM** between the communicator and audience. The communicator should provide a trustworthy and dedicated account in social media (e.g. twitter) or a mobile application that allows a direct communication with the audience. This account has to be active everyday in the pre-event phase to gain trust and maintain the communicator's digital reputation. The employment of a unique communicator is a more effective solution rather than fragmenting communication among several stakeholders. If it is necessary to distinguish the communication made by a specific stakeholder, the communicator can says, "these instructions are from the police", etc.
. NEIGHBOURHOOD MEETINGS	N/A	**PROMOTE A MORE INCLUSIVE APPROACH TO THE INFORMATION** Neighbourhood meetings should be organized whenever the festival venue is close to neighbourhoods. They aim at getting people's support and cooperation in face of e.g. noise disturbance, thousand people camping and moving. Residents will have the feeling that their contribution is highly relevant for the authorities. Authorities, from their side, have to take into account people's perception and attitude concerning the event and act accordingly, recognizing citizens as experts of their living places.
. FESTIVAL/ CONCERT CHANNELS *(website, event mobile App and social media - e.g. Facebook page, Twitter account; Instagram)* . CITY HALL WEBSITE . CITY HALL APP for the public transportation	N/A	**REDUCE LANGUAGE BARRIERS** Information should be provided in different languages - at least in the national language and in English - using any available channels. In the case of specific events usually attended by groups coming from specific countries, information shall be spread out also in their language. Cultural and linguistic appropriateness of messages disseminated should be always guaranteed and verified involving mother-tongue translators. Information could also be printed on the tickets or promotional leaflet.
	A MESSAGES MAP has to be prepared in advance for making sure that messages correctly reach the public **SEE WARNING MESSAGE MAP TEMPLATE**	**RAISE SAFETY AWARENESS** Information concerning different risks that could occur and how to properly behave in case of emergency should be issued via any available channel. Maps, safety and security instructions should be printed and/ or available online. Be sure that mother-tongue professionals translate them in different languages. Ensure that information is visible, reachable and readable. **ENHANCE SIGNS COMPREHENSION** To make sure that signs and signals are understood by as many people as possible attending an event, it is necessary to create knowledge on them, by sharing their meanings among the public directly involved in the pre-event phase (eg. by the festival/concert channels).

WHY DO WE COMMUNICATE?		WHO ARE THE MAIN COMMUNICATORS AND AUDIENCE?	
COMMUNICATION OBJECTIVES	**SUB-OBJECTIVES**	**COMMUNICATOR**	**AUDIENCE**
#1 INFORMING ON THE SAFETY MEASURES AND BEHAVIOURS TO BE APPLIED IN CASE OF EMERGENCY *(BEFORE THE EVENT STARTS)*	**#1.1 INCREASING SAFETY AWARENESS**	. EVENT ORGANISER	. PUBLIC DIRECTLY INVOLVED inside the venue
#2 WARNING THE CROWD IN THE CASE OF SOMETHING CRITICAL OCCURS	**#2.1 GUIDING PUBLIC'S BEHAVIOUR TO ALLOW A TIMELY AND EFFECTIVE RESPONSE**	Coordinated communication flows running in parallel: . **EVENT ORGANISER** ● in coordination with Local authorities, the Command Post on the ground, stewards, private security officers, LEAs. . **MAJORS OF THE MUNICIPALITIES CLOSE THE FESTIVAL** ● work together to communicate with citizens and people working and living in the event surroundings . **THE NATIONAL CRISIS COMMUNICATION TEAM** ● manages the communication addressed to the generic public (including media)	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS** ● . **GENERIC PUBLIC** ●
#3 PREPARING THE EGRESS AND OPTIMIZING THE EVACUATION TIME	**#3.1 PROVIDING INFORMATION TO THE PUBLIC DIRECTLY INVOLVED ABOUT HOW THEY HAVE TO BEHAVE (WHAT TO DO) DURING CRITICAL SITUATIONS** **#3.2 AVOIDING RISKY BEHAVIOURS IN THE CROWD** *(e.g. running; moving in the wrong direction; blocking exits; tackling each other)*	. EVENT ORGANISER ● . COMMAND POST ● . **LAW ENFORCEMENT AGENCIES** ● . **STEWARDS/ PRIVATE SECURITY OFFICERS** ●	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue
#4 TAKING CARE ABOUT SOCIAL MEDIA COMMUNICATION ROLE	**#4.1 MANAGING THE TWO-WAY COMMUNICATION SYSTEM ENABLED IN THE PRE-EVENT PHASE**	. EVENT ORGANISER	. **PUBLIC DIRECTLY INVOLVED** inside and outside the venue . **CITIZENS** . **GENERIC PUBLIC**
	#4.2 CHECKING THE ACCURACY OF THE COMMUNICATION AND MITIGATING THE EFFECTS OF MISINFORMATION	. LAW ENFORCEMENT AGENCIES	

HOW DO WE COMMUNICATE AND WHAT?		HOW CAN WE ADDRESS COMMUNICATION FILTERS DEPENDING ON CROWDS' SOCIO-CULTURAL CHARACTERISTICS?
CHANNELS	**MESSAGES**	**HELPFUL TIPS**
. INTEGRATED AUDIO AND VISUAL SYSTEM *(e.g. loudspeakers and giant screens/ dynamic displays)* . PRINTED MATERIALS *(e.g. flyers)*	. INSTRUCTIONS ON SAFETY BEHAVIOURS . VENUE MAP *(focus on emergency exits, escape routes)* . EXPLANATION OF THE SAFETY SIGNS AND SIGNALS used by stewards and/or placed in the venue that will be used to communicate with the crowd in case of emergency *(pictograms, hand signals)*	**ENHANCE SAFETY AWARENESS** Before each event of the festival starts, the giant screens placed in the venue should be used to share with the crowd information concerning the venue map, channels used to communicate and safety measures and behaviours to be applied in case of emergency. For this purpose, an explainer video could be realized in which a steward speaks directly with the crowd showing all the relevant aspects to be taken into account in case of emergency (e.g. emergency exits). Stewards placed on the ground shall provide public with flyers explaining safety information and measures. Event mobile App and/or social media should also be used to disseminate this information. **USE A MULTI-LANGUAGE APPROACH** Information should be provided in different languages, at least in the national language and in English. In the case of specific events usually attended by groups coming from specific countries, information shall be spread out also in their language.
. GIANT SCREENS ● in the venue . PUBLIC ANNOUNCEMENT AND LOUDSPEAKER SYSTEMS ● . FACE-TO-FACE COMMUNICATION ● (stewards/private security officers on the ground) . SOCIAL MEDIA ● *(festival twitter account)* . EVENT MOBILE APP ● *(disseminated by the organizer to the public of the festival in the pre-event phase)* . ALERT SYSTEM ● . EMERGENCY SIGNS ● placed in the venue . FACE-TO-FACE COMMUNICATION ● on the field . LEA'S SOCIAL MEDIA ● . ALERT SYSTEM ● . SOCIAL MEDIA ● . TRADITIONAL MEDIA ● *(e.g. TV, newspapers)*	A COMMON APPROACH TO PREPARE AND DELIVER MESSAGES HAS TO BE SHARED AMONG ALL THE CRISIS COMMUNICATION LEVELS *(national, local and the event organizer)*	**REACH ALL AUDIENCE** The multi-channel strategy set up in the pre-event phase has to be applied. **ENSURE COMMUNICATION REDUNDANCY** Warning messages framed in the pre-event phase (see #2.5 "Fostering emergency preparedness" sub-objective) should be consistently issued using the available channels. The giant screens can be used to run emergency information and safety signs. **USE A MULTI-LANGUAGE APPROACH** Warning messages should be provided in different languages, at least the national language, English, and those of the major groups of attendees if specific foreign groups are expected. In some case, local dialects should be also taken into account if their use could improve messages comprehension. E.g. Oktoberfest. Since many Bavarian people usually attend the festival, Munich public transportation decided to use also the Bavarian dialect to communicate, especially with drunk people. Examples of announcements: "Hi you drunk guy! Go one step back". Cultural and linguistic appropriateness of messages disseminated should be always guaranteed and verified involving mother-tongue translators/ speakers. The use of the alert system could help to overcome the linguistic issue. **INVOLVE THE EVENT PERFORMER/S TO MAKE ANNOUNCEMENT TO THE CROWD** and gain people's attention and cooperation. **BE AWARE OF VERBAL AND NON-VERBAL COMMUNICATION** In case of emergency, stewards, police and the other first responders on the ground directly interact with the public. They need to be aware of how they are communicating with the public to avoid increasing risky behaviours, e.g.: speak slowly, with a self-assured vocal tone; have a stable eye contact; control emotions.
. GIANT SCREEN ● to be used to repeatedly inform public on how to escape . PUBLIC ANNOUNCEMENT ● ● AND LOUDSPEAKERS SYSTEMS . EMERGENCY SIGNS ● ● ● placed in the venue . HAND SIGNS/ SAFETY ● ● GESTURES *(e.g. stewards cordons)*	A WARNING MESSAGE provides information on WHAT actions people should take and WHY these actions are necessary SEE WARNING MESSAGE MAP TEMPLATE	**REACH ALL AUDIENCE AND USE A MULTI-LANGUAGE APPROACH** All the instructions provided in the evacuation phase have to be delivered using a multi-channel strategy and a multi-language approach. During the evacuation, clear and accurate information is mandatory. Giant screens can be used to show an explainer video with stewards or LEA officers indicating the nearest emergency exits. Meanwhile, stewards and private security officers should create cordons to direct the evacuation of people. **PROMOTING COOPERATION** among crowd members, recommending helping attitudes and collaborative behaviours within the crowd.
. CALL CENTERS . FESTIVAL SOCIAL MEDIA *(e.g. Twitter account)* . EVENT MOBILE APP	N/A	**USE A MULTI-LANGUAGE APPROACH** Information has to be provided in different language, i.e. English, the national language and, when possible, language of the major groups of attendees.
. FESTIVAL AND LEA's SOCIAL MEDIA *(e.g. Twitter account)* . EVENT MOBILE APP . ALERT SYSTEM/ CELL BROADCAST	N/A	**REACH ALL AUDIENCE** Keep in touch with the local cultural communities somehow related to the audience involved, to maximize the dissemination of useful information and contrast misinformation through their own channels.

ANNEX

TEMPLATE FOR IDENTIFYING SPECIFIC TARGET AUDIENCE

List below the main well known subgroups of target audience that can be identified in the preparation phase.

Use the rows below to write down the relevant aspects and key characteristics of the specific target groups identified.

SPECIFIC TARGET AUDIENCE	KEY POINTS AND CHARACTERISTICS to be considered about the audience
PEOPLE DIRECTLY INVOLVED, INSIDE THE VENUE hosting the mass-gathering event *(i.e. people attending the event both as spectators and participants, people working at the event)*	
PEOPLE DIRECTLY INVOLVED, OUTSIDE THE VENUE hosting the mass-gathering event *(i.e. people selling drinks and food; people attending the event without tickets; people waiting to enter the venue, waiting for others, camping nearby)*	
CITIZENS *(i.e. neighbourhood, residents, people living in the city hosting the event)*	
GENERIC PUBLIC *(i.e. at national and international level that receives information especially from social media and traditional media - e.g. national/ international press; TV; Radio).*	

TEMPLATE FOR MAPPING THE COMMUNICATION CHANNELS

List below all the communication channels available for the organisation of the event.

Check the target audience to which each channel refers.

COMMUNICATION CHANNELS	TARGET AUDIENCE		
	PEOPLE DIRECTLY INVOLVED IN THE VENUE *(inside the venue)*	PEOPLE DIRECTLY INVOLVED IN THE VENUE *(outside the venue)*	CITIZENS
Websites	☐	☐	☐
Neighbourhood meetings	☐	☐	☐
Promotional materials (posters, leaflets)	☐	☐	☐
Traditional media (newspapers, TV, etc.)	☐	☐	☐
Social Media (Facebook, Twitter)	☐	☐	☐
Mobile Apps	☐	☐	☐
Face-to-face communication (e.g. stewards)	☐	☐	☐
Public announcements (public address system)	☐	☐	☐
Information displays boards (electronic boards, visual panels, etc.)	☐	☐	☐
Cell broadcasting (text messages)	☐	☐	☐
...	☐	☐	☐

Write down notes concerning general recommendations.

Specify below the main info to be provided to the target audience through the specific channel.

GENERIC PUBLIC	GENERAL RECOMMENDATIONS FOR THE USE OF THE CHANNELS	SUGGESTED INFO TO PROVIDE	PHASE OF THE EVENT
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			
☐			

WARNING MESSAGE MAP TEMPLATE

Write down the specific target audience that should be addressed by the warning message.

MESSAGE MAP TEMPLATE

SPECIFIC TARGET AUDIENCE ADDRESSED

REQUIRED INFO

Before framing the warning message, it is important to fill in the cells with the required information (What and Why) .

WHAT actions people should take? (guidance on what to do)

WHY are these actions are necessary? (description of the hazard/ threat and its consequences)

ARE THERE ANY SOCIO-CULTURAL ASPECTS THAT SHOULD BE CONSIDERED?

KEY WARNING MESSAGE (FULL VERSION)

Once the required information has been filled out, and the socio-cultural aspects taken into account, try writing the full version of the warning message.

EMERGENCY COMMUNICATION CARDS

is a kit of 3 cards

1

COMMUNICATE TO EVACUATE

CARD 1 OF 3
Theoretical series

KEY MESSAGES

The crisis communication applied to the evacuation process is principally informative and short term delivered:

It seeks to effectively explain the specific criticality and provide ad hoc harm-reducing information, i.e. actions to be initiated.

It strategically manages and frames public perceptions of an event (Reynolds & Seeger, 2014).

It is a sense-making process built in a very short time where the understanding of what is happening is constructed with people affected by the emergency within a certain context (Falkheimer & Heide, 2006).

It is carried out within a context of immediacy, threat, and high uncertainty.

It aims at strengthening people's sense of self-efficacy and encouraging them to take protective measures.

FOCUS ON THEORY

The Crisis and Emergency Risk Communication Model (CERC) is a successful model broadly applied in the emergency management domain.
(Reynolds & Seeger, 2014)

It has been embedded into processes and protocols currently used by many organizations in several domains, including Law Enforcement Agencies and first responders. It covers all the crisis phases by identifying five steps in which communication should be deployed, i.e. I. Pre-crisis; II. Initial event; III. Maintenance; IV. Resolution; V. Evaluation.

This communication life cycle allows helping communicators to anticipate information needs of media, agencies, organizations and general public. CERC also suggests which type of information has to be created and delivered to the specific audience. With respect to the CERC, the crisis communication concerning the evacuation discussed in this card refers to the second step of this model, i.e. the Initial event.

According to University of Leeds & Cabinet Office - Emergency Planning College (2009) the evacuation involves three key stages. On back of this card, some helpful tips concerning each stage have been included to enhance the effectiveness of the communication with the public directly involved in the event venue and the evacuation time.

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EVACUATION KEY STAGES	HELPFUL TIPS

INTERPRETATION STAGE

It concerns the time taken to recognise and understand what is happening and that there is a danger to cope with. The accurate interpretation of the critical situation is particularly relevant. It is highly influenced by the quality and accessibility of the communication provided in this key stage.

Warn the crowd as soon as possible to make people aware of the situation.

Do not delay warnings for fear of causing panic. Rather, **support evidence** by providing more information about the nature of the threat.

Be sure that the designated spokesperson is a trusted communicator and his/her leadership is strong.

Include in the warnings clear information about how to exit.

Provide auditory warnings in a range of languages and make use of visual representations.

PREPARATION STAGE

It refers to the time taken to decide on the most appropriate course of action. It is highly influenced by the crowd's preparedness and the information shared in the pre-event phase or in the event execution before the event starts (e.g. an explainer video could be realized in which a steward speaks directly with the crowd showing all the relevant aspects to be taken into account in case of emergency).

Avoid telling people "not to panic". This may increase anxiety.

After warning, **provide additional communication** and instruction to make the crowd aware that the emergency is real and to initiate the evacuation process.

Provide additional guidance about the most appropriate evacuation means and routes.

Make use of stewards to communicate information, as crowds may be more receptive to stewards than to authority bodies (i.e., "us" versus "them" mentality). Stewards can act as reference figures for the crowd during the emergency.

Provide additional **stewarding** at the weakness points of the event venue - where increased density is more likely to occur (e.g. bottlenecks, corners, intersection, areas of counter flow, steps, etc.) - to help control crowd flow and direct individuals.

Maximise visibility of exit routes and emergency exit signs.

To **take control** of the situation, ask crowd leaders (formal or informal) for their collaboration to initiate movement and to direct the crowd behaviour. Carefully consider the spatial positioning of these leader figures, so that the decisions and actions they take can have the maximum influence over the crowd.

ACTION STAGE

It is the time taken to move towards an exit.

Continually **direct** the crowd to avoid overcrowding.

Try to facilitate movements as a group wherever possible (e.g. in case of groups of friends).

Try to facilitate movement as a family unit wherever possible.

Ensure stewarding is available to **guide** people towards underused emergency exits.

Encourage crowd members to form queues at emergency exits to **enable** faster crowd flow and **increase** evacuation effectiveness.

Make use of the crowd's resilience and willingness to **help** and **provide clear instruction** about how crowd members can be of assistance.

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2

EMERGENCY CROWD BEHAVIOURS

CARD 2 OF 3
Theoretical series

The current perspective on crowd behaviour it's based on some main assumptions, i.e.:
(Wijermans, 2011)

Crowd behaviour is generated by individuals. It means that to understand the crowd behaviour, the group level should be necessarily related to the individual level.

Crowd behaviour is context dependent. Behaviours are generated by individuals in a specific situation. Both the physical and the social contexts affect crowd behaviour. Concerning the social environment, individuals in a crowd are surrounded by family, friends and group mates. They interact with these co-crowd members, being sensitive to them. The crowd is the product of these interactions.

Crowd behaviour is dynamic. The behaviour in a crowd continuously changes depending on situational conditions, producing emerging behaviour patterns.

FOCUS ON THEORY

The social identity theory (Tajfel & Billic, 1974) provided a relevant contribution for understanding crowd behaviour. It is an inter-group theory explaining how different groups relate to one another.

In their everyday life, people hold multiple social identities simultaneously. They switch among these fluidly depending on the situation. For instance, at home someone may be a parent, at work a teacher and, at the stadium, a team supporter.

At a given time and place, depending on the situation, a particular social identity becomes more salient than others (e.g. being a team supporter). This salient social identity affects both group processes (e.g. cohesion *vs* conflict) and cognitive processes (e.g. similarity recognition *vs* stereotyping, social judgement).

Usually people conform to the beliefs and behaviours of the group they belong, called "in-group" (e.g. supporters of a specific football team), perceiving its members to be more similar than they actually are, while perceiving their in-group and other out-groups (e.g. the antagonist team supporters) to be more different than they actually are.

Also the nationality is a powerful social identity that influences behaviour. Despite this, evidence from survivors of various disasters suggest that in emergencies a strong shared social identity arisen from the shared experience of the emergency itself binds survivors together and fosters cooperative helping behaviour among them (Drury, Cocking & Reicher, 2009), overcoming in-group and out-group differences.

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FAMILIAR VS UNFAMILIAR SURROUNDINGS

FAMILIAR

Crowd members who are highly familiar with a particular venue are more likely to move through the environment in the same way or follow the same routes each time, e.g. leaving by the way they came in. They have mental routes for familiar environments and use these automatically without conscious thought.

VS

UNFAMILIAR

In unfamiliar surroundings, people stop and start more frequently, move more slowly, and rely heavily on signage and stewarding.

INDIVIDUAL BEHAVIOURS VS GROUP BEHAVIOURS

INDIVIDUALS

Minimise their time and costs, to avoid congestion and to maximise their speed.

Prefer not to take detours or to move in the opposing direction to the main crowd flow.

Take the route which offers the best lines of sight and the straightest route. If they have to choose among multiple routes of the same length.

Try to keep a certain distance from other people and from walls or obstacles in order to avoid collisions.

Slow down and move further into corners when turning them, thus making corners densely packed.

Follow the person in front of them when congestion occurs (herding behaviour).

Self-organise and form distinct lanes, easing crowd flow, when moving in opposite directions.

VS

GROUPS

Crowd members are typically motivated to move towards familiar people during an emergency. Family groups and groups of friends prefer to move together as a unit. If group members become separated, they are likely to try to reform their group before exiting.

Hierarchically organised groups – such as parents with children – are likely to behave differently to non-hierarchically organised groups – such as groups of friends, i.e.:

- Parents are more likely to put the safety of their children first;

- Groups of friends prefer to evacuate together as a group. It reduces the rate of evacuation.

Crowd members are likely to feel united by an emergency situation and typically exhibit coordination, cooperation and helping behaviours. A sense of shared social identity is often created. In this way, crowd members are able to act as a united group and in a socially coherent manner.

In the list here above, emergency crowd behaviours were regrouped according to some generic categories. Most of the literature and research highlights come from the study commissioned by the UK Cabinet Office - Emergency Planning College to the Leeds University Business School (2009).

EMERGENCY COMMUNICATION CARDS

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3

COMMUNICATE WITH THE BODY

CARD 3 OF 3
Practical series

In mass gatherings like sporting events and concerts or festivals, stewards and security staff are the first line response
(Chalmers & Frosdick, 2011).

They are the spectator's primary interlocutor and point of contact in any situation. For this reason, it is necessary to adopt a common attitude towards the public and code of conduct, especially when something critical occurs.

The non-verbal language in a face-to-face communication is a powerful instrument to keep calm and lessen the psychological impact generated by a critical event in the crowd.

Even though stewards and security staff are alarmed and scared as all the other people during an emergency, they need to maintain a helpful attitude, being always focused on one's duties and responsibilities, and control their emotions to avoid the risky behaviours escalation. Their ability to regulate emotions affects how stewards and security staff are perceived by the people around them. Being aware of some basic aspects concerning the body language could support this challenging task.

FOCUS ON PRACTICE

How do you feel?
Before interacting with people, reflect on your emotional state.

Are you impatient? Angry? Anxious? Are you afraid?
Each of these emotions affects your interaction with others.

What are you communicating with your body?
Your non-verbal communication is responsible for information leaks that could create some "problems" in the interaction with people.

Pay attention on what you are feeling and communicating to people.

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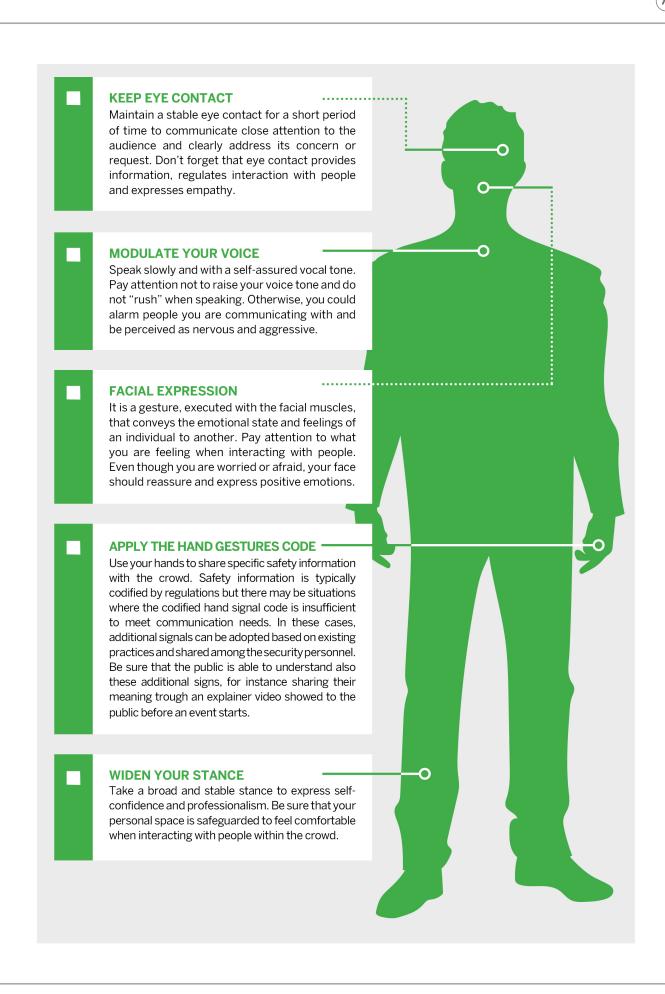
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KEEP EYE CONTACT

Maintain a stable eye contact for a short period of time to communicate close attention to the audience and clearly address its concern or request. Don't forget that eye contact provides information, regulates interaction with people and expresses empathy.

MODULATE YOUR VOICE

Speak slowly and with a self-assured vocal tone. Pay attention not to raise your voice tone and do not "rush" when speaking. Otherwise, you could alarm people you are communicating with and be perceived as nervous and aggressive.

FACIAL EXPRESSION

It is a gesture, executed with the facial muscles, that conveys the emotional state and feelings of an individual to another. Pay attention to what you are feeling when interacting with people. Even though you are worried or afraid, your face should reassure and express positive emotions.

APPLY THE HAND GESTURES CODE

Use your hands to share specific safety information with the crowd. Safety information is typically codified by regulations but there may be situations where the codified hand signal code is insufficient to meet communication needs. In these cases, additional signals can be adopted based on existing practices and shared among the security personnel. Be sure that the public is able to understand also these additional signs, for instance sharing their meaning trough an explainer video showed to the public before an event starts.

WIDEN YOUR STANCE

Take a broad and stable stance to express self-confidence and professionalism. Be sure that your personal space is safeguarded to feel comfortable when interacting with people within the crowd.

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