Study and Examination Regulations

SRH University Heidelberg (SRH)

in cooperation with

THE INTERNATIONAL CENTRE FOR SPORT SECURITY (ICSS)

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I. General Regulations

1. Scope of Application

These study and examination regulations apply to the study course of the "International Advanced Studies Programme on Sport Safety and Security Management" (ICSS/ SRH),which is offered jointly by the cooperation parties.

2. Aim of the Study Course

Graduates will be equipped with in-depth knowledge, relevant skills and expertise addressing the following main areas:
- Relevant requirements for sport safety and security management
- Legal requirements and implications
- Risk analysis and risk assessment
- Mitigation and prevention concepts
- Best practice methods, competencies and tools

As "Certified Sport Safety and Security Professionals", graduates are equipped with relevant qualifications and core competencies to deliver professional, safe and secure sport competitions.

3. Admission and Selection of Participants

Upon submission of all required documents, the final admission will be approved by the management team of the Advanced Studies Programme on Sport Safety and Security Management.

4. Fees

Fees will arise for the study course in an amount determined by the SRH in coordination with the ICSS.

II. Study Regulation

5. Outline and Organisation of Studies

The study course starts when determined by the management team and ends with the final presentation and the final examination approx. after 12 months.

The course comprises 3 modules; there are four consecutive days of attendance in each module, whose date and location shall be determined unanimously by the management team.
The management team may consensually adapt the extent of the modules and their content for new courses.

6. Content of the study course (3 modules)

Module 1: Introduction to Safety and Security Management in Sports

A General Overview of Sport Safety and Security Management

- Understanding of sport safety and security management in an international context
- A safety and security philosophy
- International standards in sport safety and security management
- Definition of underlying concepts (safety and security, management)
- Relevance of safety and security in sports for various stakeholders (stadium owners, clubs, stadium operators and stadium managers, major sport event organisers, sport organisations)
- Differentiation between safety and security, crowd management and crowd control
- Lessons learnt: Historic incidents and disasters in sport
- The sport safety and security environment including all relevant stakeholders (introduction, in-depth part will follow on Day 4)
- Current and future challenges of safety and security in sports

Legal and Binding Requirements

- General requirements and different international requirements of criminal code and civil rights (civil code)
- Legal requirements of the government, international legislation
- Criminal and civil consequences of non-compliance with legal requirements
- Venue regulations and building codes
- International best practices (e.g. Green Guide, SAG -Safety Advisory Group)
- Lack of international standards, national alignment and knowledge sharing

- Accident prevention regulations
- Other laws/ legislation/ rules
- Specific regulations of sport organisations
- Stadium handbooks, and other international guidelines
- Declaration of conformity of clubs/ organisers
  UEFA-regulations, FIFA-regulations

Central Aspects of Safety and Security Management in Sports

- The uniqueness of sport events: Event-specific circumstances, risks and challenges
- The impact of sporting cultures on safety and security: Behavioural patterns and role models
- Developing a safety and security culture: Providing a customer service within the safety and security framework
- The need for tailor-made concepts and flexible planning
- Definite responsibilities, permissions and duties in relation to safety and security topics sports
- Training and education: Required permission, certifications, competencies and qualifications
- Understanding and identifying common challenges and hazards for the safety and security of sport events and sport venues (e.g. chain of command, technical failure, infrastructural problems, spectator groups, risk games, etc.)

Interfaces with Relevant Safety and Security Stakeholders

- The Triple C Approach: Communication, Cooperation, Coordination
- Interfaces with other event operations relevant for safety and security (ticketing and accreditation, marketing, stadium announcer, communication and media, players and persons of interest as role models)
- Interfaces, roles and responsibilities of various safety and security partners (police, traffic police, fire brigade, medical service, local authorities, municipal transport services, private security companies, facility operations, independent event agencies, fan representatives etc.)
- The relation among and impacts of infrastructural design and spatial settings on safety and security management in sports

Module 2: Professional Safety and Security Procedures in Sports

Fundamental Approaches and Managerial Concepts

- Safety and risk assessment (introduction, in-depth part will follow in Module 3)
- Preventative security meetings with security partners and documentation of all arrangements
- Arrangements with visiting teams
- Safety and Security Workshops with all relevant partners
- Site inspections before the start of the season / major event and before each game
- Frequent briefing and debriefing procedures / meetings
- Safety and security management reporting tools
- The role of technology and high-tech innovations for sport safety and security
- Coping with and responding to emerging media trends and socio-political movements

Operational Procedures, Best Practices and Performance Tools from Planning to Implementation

- Holistic Planning: Integration of safety and security plans with operations, policies and procedures as well as with conceptual venue plan
- Intelligence services and C4i structure / processes
- Ticketing planning
- Accreditation
- Route planning for various stakeholders (spectators, media, VIPs etc.)
- Access control and Mag & Bag
- Additional checkpoints inside the venue
- Spatial setting, infrastructural circumstances and temporary facilities
- Staff planning, coordination and deployment
- Briefing of stewards
- Arrangements/ Agreements with police operations commander
- Communication and coordination between operational partners before / during / after safety and security partners during the game/ event (technical and staff)
- Post-match operations (e. g. press conference)
- Deployment of technical equipment and technical solutions
- Command and Control Centre: Permanent safety and security monitoring systems
- Debriefing and "lessons learnt "

Crowd Dynamics, Crowd Management and Crowd Control

- General introduction to crowd science, crowd psychology and crowd dynamics: clarify various approaches such as
    - Mathematical calculations: How fast does a crowd move in dependence on available space and infrastructural circumstances (no. of entrances, stairs, bottlenecks)

- - Crowd modelling and heat maps (e.g. bidirectional flows, dynamic and static patterns crowd density)
  - Human behaviour in crowds (e.g. herd instinct, anonymity, sociological background)
  - Fan culture and fan behaviour (historic background, socio-political trends, hooliganism, the ultra-movement)
- Causes / trigger for panic situations
- Preventive tools and concepts to manage crowds
  - Infrastructural design (e.g. evacuation route)
  - Sufficient steward and staff training)
  - Communication: visual (signage) and audio (announcement)
- Controlling of mass panic and other disruptive occurrences
- Crowd / constituent group flow planning (ingress, circulation and egress) in relation to event time line and event mode (normal vs. emergency)

Development and Establishment of Robust Structures and Procedures for Safety and Security Operations during Sport Events

- Definition and academic approaches: Process Management and Change Management
- Heidelbergs' safety and security management process model
- The ICSS SSI Model
- Safety and Security handbooks: Structure and content
- Developing a master plan throughout all phases of operations including interdependencies, budget and contingency planning (main focus of the day)
- Joint development of safety and security procedures with relevant stakeholders
- Necessity for training and practicing safety and security operations
- Best practices from sports and cross-industry approach

Module 3: Evaluation of Safety and Security in Sports

Risk Management

- Definition and methodologies: ISO 31000:2009: Risk management – principles and guidelines to provide principles, framework and a process for managing risk
- Risk assessment techniques
- Risk identification and mitigation tools in sport safety and security
- Risk evaluation concepts
- Potential consequences and impact of evaluated risk levels

Scenario Planning and Response Techniques

- The principles of Scenario Planning Methodologies
- Early planning vs. flexible reaction
- Appropriate deployment of stewards, private security and police

- Analysing various hazardous situations:
    - Delay of fan groups and spectators
    - Special weather conditions
    - Attempts to invasions and pitch invasion
    - Criminal and / or violent behaviour inside and outside the venue
    - Pyrotechnics
    - Critical crowd density / overcrowding
    - Provocative and unethical by spectators
    - Discriminating banners and chanting
    - Power / technical failure
    - Disruption of the game/ event
    - Abandoning of a game/ event
    - Emergency situations

Practical Excursion and Field Observation

- Assessment of practical experience based upon theoretical input and knowledge gathered throughout previous modules and study phases (group work)

Final exam, Graduation and Award Ceremony

7. Records of Performance

Records of performance are:

• Individual study performance during 3 course modules	5
• Individual project papers (examining the content of the modules)	10
• A written project work	20
• Presentation and oral defence of project work	15
	50

There are four records of performance, which will be graded with the listed performance points. 50 points can be obtained in total.

III. Examination regulation

8. Grading

The performance is graded according to the following scale:
- less than 25 points: failed
- 26 - 33   points: passed
- 34 - 42   points: passed well
- 43 - 50   points: passed very well.

For being granted the graduation certificate it is required that the participants attend at least 3 of the on-site events; exceptions can only be made after unanimous decision by the management team.

9. Reexamination Date

SRH University Heidelberg shall determine when and how the performance records or the final presentation can be repeated in case of absence or failure.

10. Graduation Certificate

The joint certificate confirms the successful participation in the study course and describes content and hours as well as Credit Points scored in the study course based on the European Credit Transfer System.

11. Management Team

A management team shall be set up in order to operate the study course, which, at the same, functions as a joint examination board.
The members shall be:
- Helmut Spahn
- Michael Bukowiecki
- Prof. Dr. Gustav Rückemann
- Prof. Dr. Michael Nagy

SRH and the ICSS can appoint representatives instead and/or permanently replace a member of the management team.

The management team shall meet when necessary. It shall carry out the final examination together.
It shall arrange for all particulars arising from the study and examination regulation and will update it where necessary.