



CURRICULUM



INTERNATIONAL ADVANCED STUDIES PROGRAMME ON SPORT SAFETY AND SECURITY MANAGEMENT

1. PROGRAMME PURPOSE

Throughout the past years and internationalisation of major sport events, a global need in all fields of professional safety and security management in sport has been identified. Indeed, the landscape of planning and delivering safe and secure sport events is shaped by a remarkable number of diversified and complex risks: The internationalisation of sport events reveals the problem of untested or deficient infrastructure, operational inexperience and insufficient training for responsible staff. Last but not least, cost explosions and considerable financial burden related to event safety and security operations have increasingly heated up public disfavor with hosting sport events and competitions. More than ever before, safety and security related risks for sport events must be counteracted with well-conceived planning and knowledge-based management.

The *International Advanced Studies Programme*, developed and delivered by the ICSS and SRH University Heidelberg (Germany) is a tailor-made educational concept. The purpose is to facilitate the establishment of international standards and expertise in the field of professional sport safety and security management.

The programme supports all those responsible for sport safety and security management including federations, leagues, clubs, governmental institutions and the private security industry. It provides the unique opportunity to participate in a higher education dedicated to cutting-edge research methodologies and best practice expertise.

2. LEGAL STATUS

Agreement study course: pursuant to Paragraph 31 of the "Gesetz über die Hochschulen in Baden-Württemberg" (Landeshochschulgesetz LHG) - University Law of the State of Baden-Württemberg, Germany.

3. COURSE OBJECTIVES

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.

4. DURATION

The in-depth one-year course includes 2 Semesters (each 6 months) with 12 attendance days divided into 3 main modules (each 4 days).

Starting date of the first edition is June 2015.

The application period runs from January 2015 to May 2015.

5. ACADEMIC ASSESSMENT

Oral and written assessment based upon:

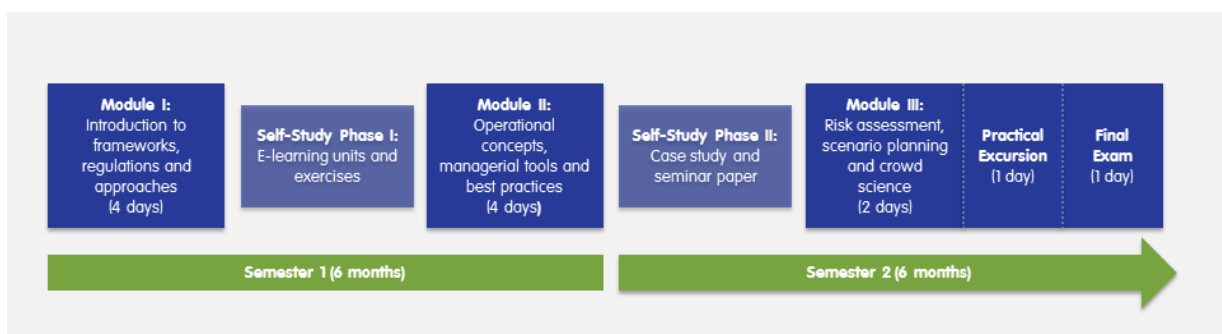
- Individual study performance during 3 course modules
- Individual project papers (examining the content of the modules)
- Written project work
- Presentation and oral defence of project work

Graduation: Certified Sport Safety and Security Professional.

6. EDUCATIONAL CONCEPT / LEARNING APPROACH

The *International Advanced Studies Programme on Sport Safety and Security Management* includes 2 semesters with 3 modules including presentations, group working sessions and workshops on-site at SRH University Heidelberg in Germany. Each phase covers one of the main modules (see section 7: Content and Structure), each with 4 attendance days. Module 3 is limited to 2 course days, 1 excursion day and 1 examination day. Furthermore, 2 independent self-study phases complement the on-site lecturing with e-learning units and exercises to reinforce individual learning progress and level of knowledge.

Study Plan:





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7. CONTENT AND STRUCTURE

Module 1: Introduction to Safety and Security Management in Sports

Module 2: Professional Safety and Security Procedures in Sports

Module 3: Evaluation of Safety and Security in Sports

Module 1: Introduction to Safety and Security Management in Sports

Module 1 is dedicated to underpinning frameworks, regulations and approaches of sport safety and security management. By completing module 1, participants understand the development of safety and security considerations in sports as well as obtaining a comprehensive insight into concepts, interfaces with relevant stakeholders and various other key aspects.

Day 1: 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

Day 2: 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



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- Stadium handbooks, and other international guidelines
- Declaration of conformity of clubs/ organisers
- UEFA-regulations, FIFA-regulations

Day 3: 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.)

Day 4: 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

Module 2 concentrates on operational concepts, managerial tools and international best practices with crucial relevance for professional sport safety and security procedures. By completing this module, participants are capable of managing a diversified range of safety and security duties while interacting and coping with the needs of various stakeholder groups within a dynamic event environment. Furthermore, they are qualified to develop and establish a holistically integrated master plan for safe and secure event operations. Last but not least, participants are well-equipped with relevant knowledge in crowd science to deliver robust crowd management and crowd control activities.



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Day 1: 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

Day 2: 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 "

Day 3: 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)



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- 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)

Day 4: 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
- Heidelberg's 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

Module 3 addresses the indispensable capability of evaluating safety and security procedures before and after sport events and competitions. By completing module 3, participants are able to assess risk levels and probabilities related to sport events as well as to implement corresponding procedures and situational measurements for counteraction. Based upon well-conceived risk analysis results, participants are capable to transfer effective scenario planning and efficient response techniques to event-specific hazards and circumstances.

Day 1: 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



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- Potential consequences and impact of evaluated risk levels
- Risk treatment strategies based on identified and measured risk
- Establishment of an periodic and on-going risk assessment

Day 2: 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

Day 3:

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

Day 4:

- Final exam (Presentation and defence of written project work)
- Graduation and Award Ceremony