



# TRAINING TOOLKIT

Balance S4 : Strengthening the Safety and Service pillars of the Saint-Denis Convention



**“ Sport Welcomes All**

  
**Balance S4**

Co-funded  
by the European Union



Co-funded and implemented  
by the Council of Europe

*This document has been drafted knowing that the legislation and the Local/ Regional/ National attributions differ from country to country. The references are to be adapted to each national legal context.*

## — CONTENT

### Section 1. Preparation materials

- Training Objectives and Goals: Setting of clear, measurable goals for the session.
- Agenda and Schedule: Detailed timetable of activities and timings.
- Pre-Assessment Tools: Quizzes or surveys to gauge prior knowledge, and expectations for the training.
- Pre-reading materials for attendees, as required. These include:
  - Saint-Denis Toolkit and the e-learning course
  - Recommendation Rec (2021) 1 of the Committee on Safety and Security at Sports Events contains ANNEX A – Safety, ANNEX C – Service and ANNEX D – Checklists referenced in the Recommendation document
  - Sport IS Respect Training Module 1 for Athletes and Module 2 for Educators
  - Additional reading, links, videos and articles which may be useful
- Training checklist: details of what equipment, considerations are needed (for example audio visual equipment if in person training).

### Section 2. Training Content and Resources - Safety

- Presentation Slides: copies of all of the slides used in the Training of Trainers session on Safety in a usable format, along with the delivery notes and background information.
- Activity and exercise guides: details of the exercises used and planned during the Safety training, including facilitator answer sheets and how to encourage feedback from attendees.
- Handouts and materials: copies of all handouts and supportive materials provided over the Safety training.

### Section 3. Training Content and Resources - Service

- Presentation Slides: copies of all of the slides used in the Training of Trainers session on Service in a usable format, along with the delivery notes and background information.
- Activity and exercise guides: details of the exercises used and planned during the Service training, including facilitator answer sheets and how to encourage feedback from attendees.
- Handouts and materials: copies of all handouts and supportive materials provided over the Service training.

### Section 4. Delivery Tools and Techniques

- Icebreakers and Warm-up Activities: Ideas on how to foster engagement from the start.
- Interactive Techniques: Ideas and approaches to keep people feel engaged, and how this can be achieved via in person and online training sessions. This includes question and answer sessions, discussions, activities, etc.
- Time Management Tips: Approaches on how to keep the training session on track, whilst being mindful of not impeding interesting and engaging discussions.
- Inclusive Training Strategies: Details of ensuring accessibility and participation for all.

### Section 5. Assessment and Feedback Tools

- Post-Training Evaluation Forms: A template of evaluation form to gather participant feedback.
- Knowledge Checks: Quizzes, discussions to assess understanding of what has been discussed in the training.
- Reflection Prompts: For trainers to evaluate their own delivery.

### Section 6. Support and Troubleshooting Resources

- Frequently asked questions and best practices in relation to common challenges/concerns.
- Troubleshooting guide: Ideas on how to handle technical issues or disruptive behaviours.
- General tips to support trainers in delivering the sessions

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# TRAINING TOOLKIT

## Balance S4 : Strengthening the Safety and Service pillars of the Saint-Denis Convention

### Section 2: Training content and resources - Safety



This section contains the necessary materials to develop a Training on Safety at Sports Events. These resources have been presented during the Balance S4 ToT on Safety organised by the Council of Europe in collaboration with the Sports Grounds Safety Authority (SGSA) in the Telekom Centre Athens, in Greece, on 21 March 2025. These materials are only accessible upon demand, are for specialised trainers, and include:

- **Presentation Slides** - in ready-to be used format, along with delivery notes and background information. Key components of these slides are identifying safety essentials, understanding safe capacity, risk management and assessment, Zone Ex and working in partnership, and key learning points and resources.

- **Activity guides** - details of the exercises used during the Balance S4 ToT on Safety, include facilitator answer sheets and ways to encourage feedback from attendees

- **Activity 1 - Calculating Safe Capacity:**  
Include standard formulas to assess capacity and a venue map example to be used as a reference.

- **Activity 2 - Risk Assessments:**  
With a template to create a risk assessment form and guidance on how to personalise it for a specific event.

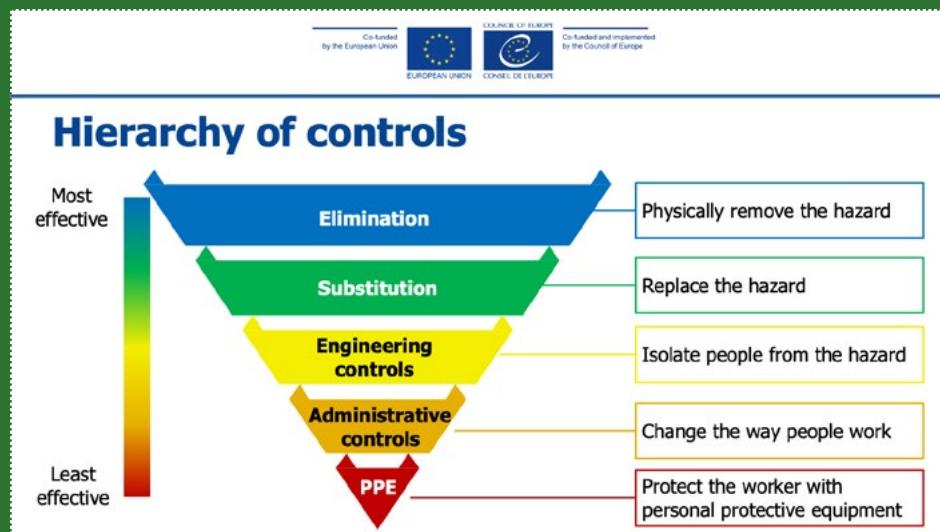
- **Activity 3 - Operations Manual:**  
With instructions on how to develop an operations manual, the required content, and the people who need to be involved in its development.

- **Activity 4 - Zone Ex:**  
With questions to identify the extent of Zone Ex, top concerns, and critical partners.

- **Handouts** - copies of the handouts and supportive materials provided over the Balance S4 ToT on Safety. These are linked to each activity guide.

These materials are made available upon request for specialised trainers. For more information please email [sport.t-S4@coe.int](mailto:sport.t-S4@coe.int).

The following are examples of the content displayed in the presentation slides:



### Group activity:

**What are top concerns in Zone Ex area?**

**Who are critical partners / stakeholders?**

# TRAINING TOOLKIT

## Balance S4 : Strengthening the Safety and Service pillars of the Saint-Denis Convention

### Section 3: Training content and resources - Service



This section contains the necessary materials to develop a Training on Service at Sports events. These resources have been presented at the Balance S4 ToT on Service organised by the Council of Europe in collaboration with the Sports Grounds Safety Authority (SGSA) online on 6 and 7 May 2025. These materials are only accessible upon demand, are for specialised trainers, and include:

- **Presentation Slides** - in ready-to be used format, along with delivery notes and background information, from identifying the fundamentals of service to understanding all the steps involved in the spectator journey. Key components of these slides are stadium preparations, inspections, contingency plans, management of event personnel, trainings verbal and non-verbal communication, accessibility and dealing with offensive behaviour.

- **Activity guides** - details of the exercises used and planned during the online ToT on Service, including facilitator answer sheets and how to encourage feedback from attendees:

- **Activity 1 - Spectator Journey:** Guidance on designing a ticketing plan, a Zone Ex co-ordination plan, and a traffic management plan.
- **Activity 2 - Stadium and Spectator Preparations:** Outlining preparations from both the organiser's and the spectator's perspectives.
- **Activity 3 - Event Personnel Plan:** Providing guidance on expectations for staff in public-facing roles and for spectators.
- **Activity 4 - Accessibility:** Prompting a brief discussion on accessibility issues and the measures stadiums should have in place.
- **Activity 5 - Offensive Behaviour:** Assessing participants' knowledge of existing policies and their views on offensive behaviour.
- **Activity 6 - Communications:** Considering the different audiences for event communications and the most suitable communication methods.

- **Handouts** - copies of the handouts and supportive materials provided over the Balance S4 ToT on Service. These are linked to each activity guide.

The following are examples of the content displayed in the presentation slides:

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## Fundamentals of service

1 The spectator journey starts when purchasing event tickets

2 Preparing a welcoming environment is key

3 Positive attitudes and actions of event personnel have a positive impact on spectator behaviour

4 Every spectator should be able to enjoy the event day without fear or worry

5 Communication is key to a safe and welcoming atmosphere

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## Access audits

Ticketing procedures      Transport and traffic issues      Staff training      Ingress, egress and emergency egress

Accessible amenities      Viewing accommodation      Appropriate communication

Accessibility Plan

Group activity – how can offensive behaviour be dealt with

The EU – CoE joint project Balance S4 “Strengthening the Safety and Service pillars of the Saint-Denis Convention” was launched in January 2024 and is running until December 2025. It is co-funded by the European Union and the Council of Europe and is implemented by the Sport Division of the Council of Europe. This joint project is constructed under the scope of the Saint-Denis Convention, which promotes since 2016 a multi-agency integrated approach to ensure high levels of safety, security and service at sports events (S4). The Convention and the Balance S4 joint project are set to meet the legitimate expectations of all individuals: to attend sports events safely, securely, in a welcoming manner, in an environment where human rights and the rule of law are respected and violence and disorder tackled, both inside and outside of sports venues.

As most of the knowledge and expertise until now has been concentrated on the security pillar of the Saint-Denis Convention, this joint project is therefore answering the need to strengthen the safety and service pillars, aiming at reaching the necessary balance between them.

Through comprehensive research, extensive consultations, and active engagement with national and international stakeholders, the project has provided valuable insights into current safety and service practices across Europe. This process facilitated a detailed mapping of existing measures, identified best practices, and highlighted areas for improvement. Key activities, such as awareness-raising workshops, conferences, video interviews with experts, Training of Trainers sessions, and interactive exercises led by the Sports Grounds Safety Authority (SGSA), equipped participants with practical resources and tools. The present document is aimed to deepen the understanding of the spectator journey, enhance safety and service quality, and foster effective communication.

The member states of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

<http://europae.eu>

The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

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