

# Promoting and Strengthening the Council of Europe Standards on **Safety, Security** and **Service** at Football Matches and Other Sports Events

Overview and extracts from eLearning modules produced for the  
Council of Europe, as part of the ProS4+ project.



Funded  
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Implemented  
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This document contains the following details for each module of the CoE PROS4+ project eLearning course:

- Aims and Summary
- Learning Outcomes
- Module Structure

These are all taken from the modules themselves, so reflect the wording used therein. Accompanying each module are examples of slides showcasing some of the different designs, functionality, and approaches to delivering the material.

Each module also features videos provided courtesy of UEFA and the Pan-European Football Policing Training programme, managed and owned by the University of Liverpool.



## Course Structure

This eLearning package comprises eight modules, each distinctly themed towards a particular aspect of the overall theme. The course is structured as shown below:

1	Council of Europe Conventions
2	Domestic and National Coordination
3	Safety
4	Stadium Safety (i)
5	Stadium Safety (ii)
6	Stadium Safety (iii)
7	Security
8	Service

Each module contains an introduction to the aims of the module, the expected learning outcomes and outlines the structure the module will take (you will see this information in the following module breakdowns).

Users work through the module content, which is presented in various forms, including simple text (with accompanying voiceover), video material and content which requires user interactivity – usually in the ‘click-and-reveal’ format. The modules all conclude with a Review your learning section where they are asked a handful of questions that are intended to check their understanding and to reinforce what they have learned in the preceding slides.

## Examples of interactivity

**?** During activities and end-of-module quizzes you may be asked to interact with objects on the screen. You will always receive instructions on what to do for each activity. Try the example activity below.

**DRAG THE IMAGES ONTO THE CORRECT SPACE, THEN PRESS "SUBMIT"**

Drag and Drop

**?** Some pages will feature interactive controls that enable you to reveal or scroll through information. Try moving the controls below.

**TURN THE DIAL TO REVEAL THE THREE "PILLARS" OF THE CONVENTION**

**DRAG THE MARKER ALONG THE SLIDER TO REVEAL SOME KEY DATES**

Dials and Sliders (reveal information)

**Explore the map.**  
Click the hotspots, then click **next** to explore some of these events in more detail.

**Explore the map.**  
Click the hotspots, then click **next** to explore some of these events in more detail.

**Heysel Stadium**  
Brussels, Belgium  
1985

Hotspots (the red dots/arrows) allow the user to explore information in any order, revealing additional information once clicked.

Use the slider below to learn more about significant dates and events in the development of the convention on an **Integrated Safety, Security and Service Approach** at Football Matches and Other Sports Events

Use the slider below to learn more about significant dates and events in the development of the convention on an **Integrated Safety, Security and Service Approach** at Football Matches and Other Sports Events

The European Convention on Spectator Violence (CETS No.120) entered into force on **1st November 1985** in the wake of the Heysel disaster.

It focused on preventing and controlling spectator violence.

It concerned all sports, but football in particular.

Sliders are useful to guide users through a structured approach – in this case an illustrated timeline of stadium disasters and the convention/resolution responses.

## Module 1 – Council of Europe Conventions

### Aims and Summary

This module will provide an overview of events and incidents that prompted a fundamental review of safety and security operations in connection with football matches.

We will consider the Council of Europe Conventions and Recommendation and the principles and practices contained in each.

### Learning Outcomes

- Develop an understanding of the history and events leading to the CoE conventions.
- Understand the basic tenets and principles of the Conventions (1985, 2016).
- Understand the reasons why the 1985 version was replaced and the need for an integrated multi-agency approach was identified.
- Understand why good safety and security practices need to be customised to meet national circumstances and imperatives.

### Module Structure

- How to navigate the modules.
- Overview of the full course.
- Historical Background.
- The 1985 European Convention on Spectator Violence.
- The 2016 Council of Europe Convention on an Integrated Safety, Security & Service Approach at Football Matches & Other Sports Events.
- T-RV Standing Committee Recommendation 2015(1).
- Review Your Learning.

### The 1985 European Convention on Spectator Violence - i

Intention

Achievements

Balance



### The 1985 European Convention on Spectator Violence - i

**Intention** The 1985 Convention was a well intentioned response to the years of European football violence which culminated in the **Heysel Disaster** in 1985.

**Achievements** Its content reflected a misunderstanding of the problem of football violence at that time with the **focus on combating violence** rather than the factors that cause significant disorder.

**Balance** There was no awareness of the need for an **integrated approach** to safety and security.

### The 1985 European Convention on Spectator Violence - i

**Intention** The primary achievement of the Convention was the **establishment of a standing committee** dedicated to monitoring security and safety trends and adopting emerging good practices.

**Achievements** Inevitably, understanding of the phenomenon of football violence drastically changed over a 30 year period.

**Balance**

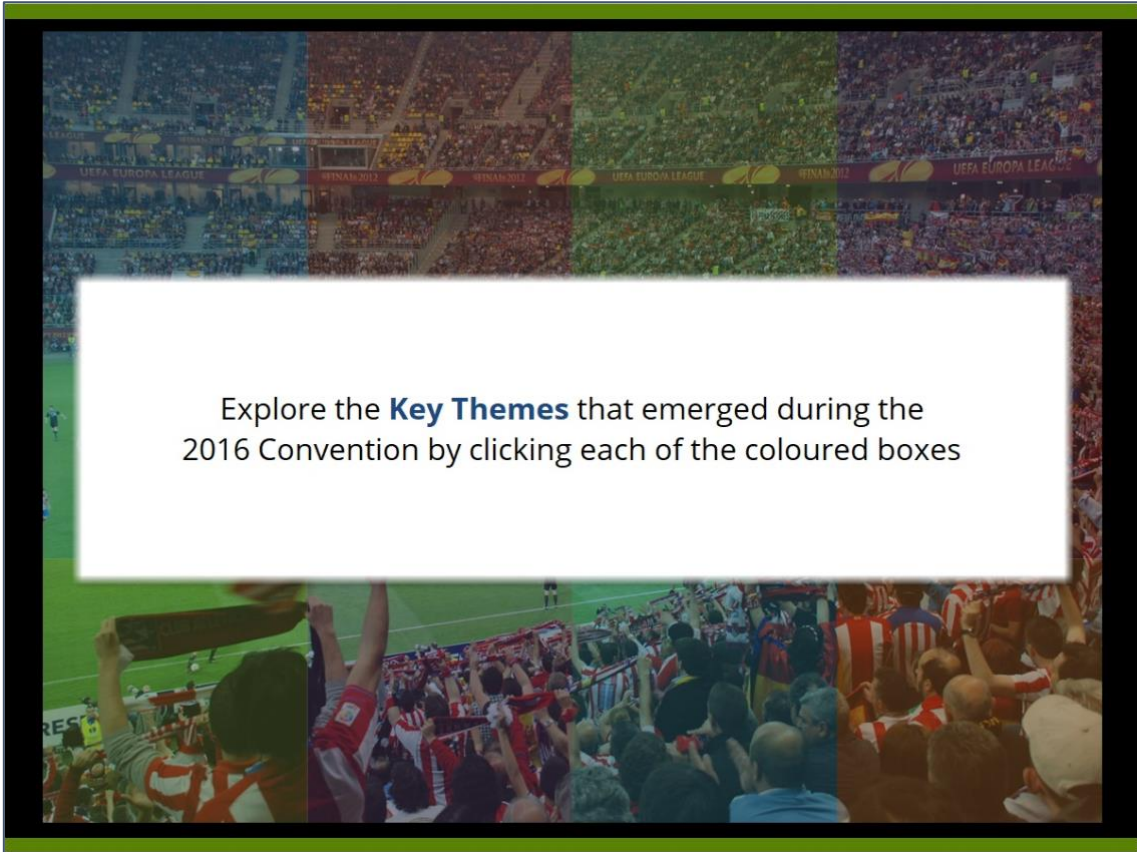
### The 1985 European Convention on Spectator Violence - i

**Intention** The need for a **balance between safety and security measures** became more apparent in the light of some major disasters, notably the Hillsborough disaster and the Bradford City Stadium fire.

**Achievements** These events showed that over-emphasis on security measures significantly increased the potential for safety disasters: **football stadia were so secure that they became fundamentally unsafe.**

**Balance**

Users are presented with a relevant image and three sub-options as shown in the screengrab above left. The three clickable options reveal further information as shown in the three screengrabs on the right. These can be clicked in any order. This section of the module is designed to add historical context to the initial establishment of the 1985 European Convention on Spectator Violence.



Multi-agency Partnerships	Government-led multi-agency coordination	National safety, security and service strategy	Local multi-agency coordination arrangements
Intelligence-led, targeted and proportionate policing operations	Independent public stadium safety certification and inspection	Comprehensive stadium safety management arrangements	Legislative and regulatory review
Comprehensive exclusion arrangements	Improved international police cooperation arrangements	Training of all stadium safety and security personnel	Communication and media handling imperative

## Module 2 – Domestic and National Coordination

### Aims and Summary

This module will outline the key principles of an integrated, multi-agency approach and why these should be applied through national, regional and local coordination arrangements.

We will explain the importance of providing a legal and regulatory infrastructure, notably in respect of providing clarity on roles and responsibilities.

We will outline the importance of effective communication strategies.

### Learning Outcomes

- Understand the importance of effective national and local coordination arrangements.
- Identify the foundations of an integrated safety, security and service strategy.
- Understand the importance of legal frameworks and communication strategies.

### Module Structure

- National multi-agency co-ordination arrangements.
- National integrated multi-agency strategies.
- Legislative and regulatory frameworks.
- Local multi-agency co-ordination arrangements.
- Communication and media strategy.
- Review your learning.



Stakeholders that need a seat at the table.

*Click on the icons around the table to identify the stakeholders*

Stakeholders that need a seat at the table.

Prosecuting & Judicial Agencies

Government Departments

Safety Authorities

Key Policing Agencies

National Football Information Point

Emergency Services

Football Authorities

Supporter Groups (where appropriate)

**Government Oversight of Multi-agency Strategy**

Users click to reveal the stakeholders. This information is later tested in the 'Review your learning' section in a drag-and-drop exercise, filling in blank spaces around the table.

## Aim of an Integrated Approach

Click the icons below for more information.



Harmonising of safety, security and service (hospitality) measures;



Harmonising of preparations and operations of public authorities and football agencies;



Harmonising of approach and operations inside and outside of stadia – event flow model.

Users click the icons to reveal the additional information alongside. The modules make extensive use of icons to visually reinforce the concepts under discussion and to tie them together thematically.

## Convention Definition – Safety, Security & Service



### Safety

“Safety” means any measure designed and implemented with the primary aim of **protecting the health and well-being** of individuals and groups who attend, or participate in, a football or other sports related event, inside or outside of stadia, or who reside or work in the vicinity.



### Security

“Security” means any measure designed and implemented with the primary aim of **preventing, reducing the risk and/or responding to any criminal activity or misbehaviour** committed in connection with a football or other sports related event, inside or outside of stadia.



### Service

“Service” means any measure designed and implemented with the primary aim of making individuals and groups **feel comfortable, appreciated, and welcome** in connection with a football or other sports related event or activity, inside or outside of stadia.

## Module 3 - Safety

### Aims and Summary

This module will identify the need to effectively plan and manage football events utilising an integrated multi-agency approach based on safety, security and service measures.

We will outline the various practices for identifying and minimising safety risks within the main operating environments, as a means of preparing for a range of contingency and emergency scenarios.

### Learning Outcomes

- Understand the importance of the relationships between safety, security and service principles.
- Recognize how planning and preparation needs to go beyond the stadium/arena, including public areas and transport infrastructure.
- Identify the steps required to create robust emergency and contingency plans.

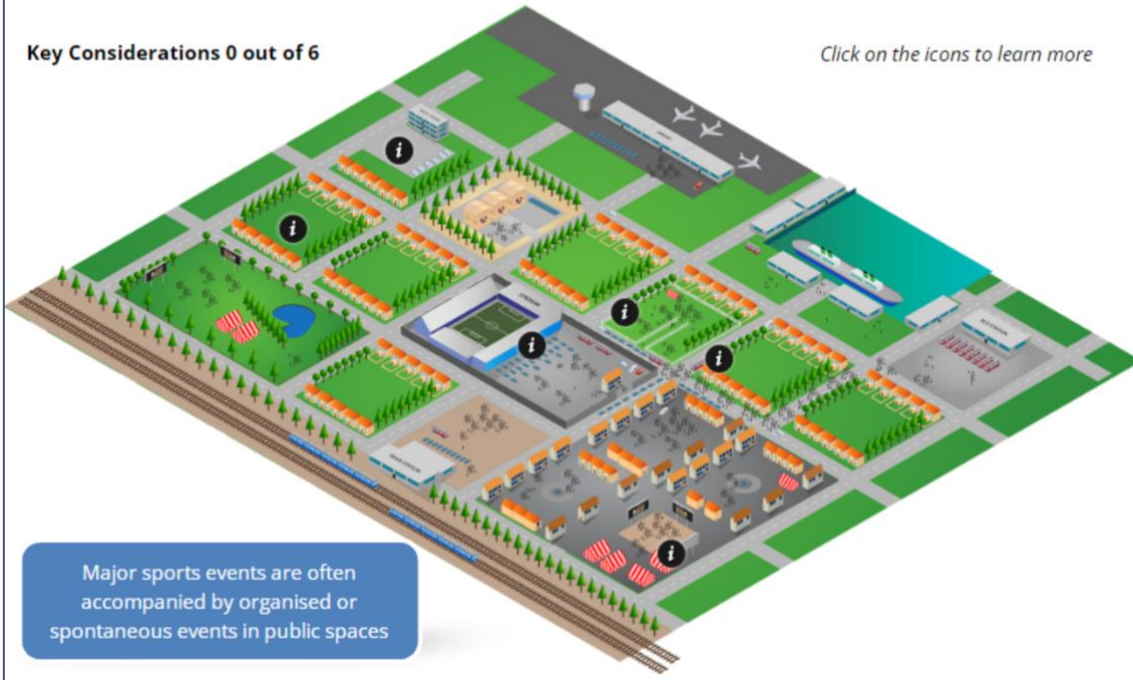
### Module Structure

- Safety – impact on and overlap with security and service measures.
- Local or regional multi-agency coordination – overlap between inside and outside of stadia.
- Fan zones and public viewing places.
- Contingency and Emergency Planning.
- Review Your Learning.

# Fan Zones – Key Considerations

Key Considerations 0 out of 6

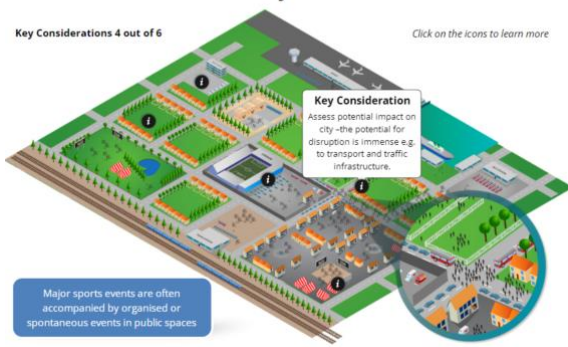
Click on the icons to learn more



## Fan Zones – Key Considerations

Key Considerations 4 out of 6

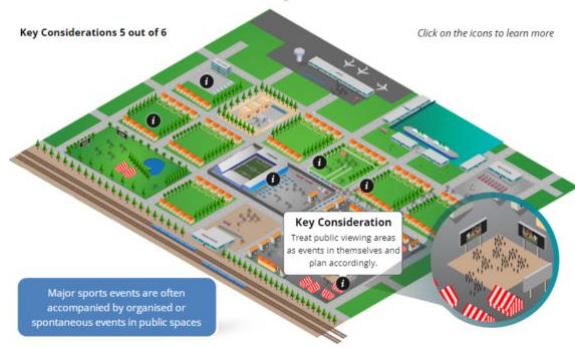
Click on the icons to learn more



## Fan Zones – Key Considerations

Key Considerations 5 out of 6

Click on the icons to learn more



Use of graphics helps to deliver information in an interactive and interesting way. This slide uses information 'hot-spots' to deliver either text or text with an accompanying illustration – in this case an isometric city street layout.

### Emergency Planning



#### Explosion

Emergency plan - is the term used for a plan (which may be described as a major incident plan) which has been prepared and is owned by the national or municipal authorities for dealing with a major incident occurring at the stadium or in its vicinity. **Press the buttons to see examples.**

Explosion

Fire

Toxic

### Emergency Planning



#### Fire

Emergency plan - is the term used for a plan (which may be described as a major incident plan) which has been prepared and is owned by the national or municipal authorities for dealing with a major incident occurring at the stadium or in its vicinity. **Press the buttons to see examples.**

Explosion

Fire

Toxic

### Emergency Planning



#### Toxic Release

Emergency plan - is the term used for a plan (which may be described as a major incident plan) which has been prepared and is owned by the national or municipal authorities for dealing with a major incident occurring at the stadium or in its vicinity. **Press the buttons to see examples.**

Explosion

Fire

Toxic

Using illustrations/animations enables use to describe incidents without recourse to distressing real-world video which, whilst useful in context, can distract from the information being delivered in the module.

## Module 4 – Stadium Safety (i)

### Aims and Summary

Shifting the focus onto aspects within the stadium or arena, we will consider:

- The importance of roles and responsibilities inside the venue
- The legal frameworks that should inform stadium certification

We will also review some of the more practical aspects around:

- Infrastructure
- Capacity
- Control room arrangements

### Learning Outcomes

- Outline the steps that should be taken when developing national legal frameworks for stadium certification, and the component parts that need to be addressed within this process.
- Explain the details around partnership and responsibility, as they apply to the roles of authorities and partners inside stadia and arenas.
- Review the fundamental considerations around infrastructure, capacity and control room arrangements.

### Module Structure

- Stadium Safety Certification, Licensing, and Inspection.
- In-stadia Roles & Responsibilities.
- European Standards on Physical & Technical Infrastructure.
- Stadium Maximum Safe Capacity.
- Control Room & CCTV.
- Review your learning.

## Stadium Control Room - Staffing

The control room, where possible should be able to accommodate a wide range of key staff.

[Click on the characters to learn more...](#)



## Stadium Control Room - Staffing

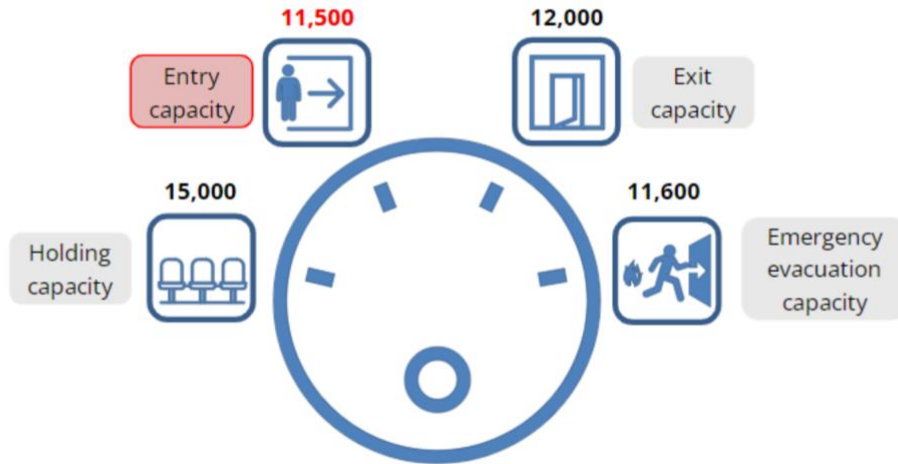
The control room, where possible should be able to accommodate a wide range of key staff.

[Click on the characters to learn more...](#)



## Maximum Safe Capacity

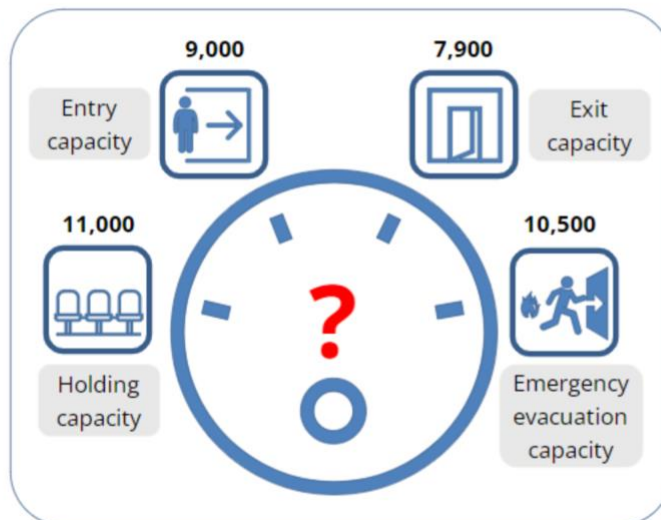
Here is an example of how maximum safe capacity would be determined:



Once the final capacity of a sector, and then of the whole stadium is determined, in no circumstances should a larger number of spectators be admitted without remedial work and the approval of the relevant authorities.

### Q4: Which of the following four calculations for entry, exit, holding and evacuation capacity should represent the maximum safe capacity for this sector:

- Holding capacity: 11,000
- Emergency evacuation capacity: 10,500
- Entry capacity: 9,000
- Exit capacity: 7,900



“Review your learning” questions reflect content within each module.



## Module 5 – Stadium Safety (ii)

### Aims and Summary

Maintaining our focus on coordination within the stadium or arena, we will review safety management arrangements and how they ensure that the event takes place in a safe, secure and welcoming environment.

We will consider the role of individual partners and stakeholders, and how responsibilities inside the venue can have an impact on developments outside.

### Learning Outcomes

- Understand the key components that make up effective stadium safety management and what these look like in practice.
- Outline the responsibilities of stadium safety officers and stewards, and how these roles function.
- Explain the role that the police and public authorities play inside the stadium, and how their capabilities are integrated into the safety management plan.

### Module Structure

- Stadium, Multi-Agency Coordination, Command and Communication.
- Stadium safety (or security) officers.
- Stadium Stewarding Arrangements and operations.
- Role of Police & Public Authorities.
- Review Your Learning.

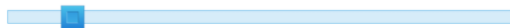
# Stadium, Multi-Agency Coordination, Command and Communication

Drag Slider to the right to reveal more information



## Stadium, Multi-Agency Coordination, Command and Communication

**Event Organiser**  
Overall responsibility for all safety and security matters



## Stadium, Multi-Agency Coordination, Command and Communication

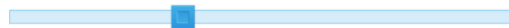
**Event Organiser**  
Overall responsibility for all safety and security matters



**Venue Safety and Security Officer**  
Tasked with all safety and security planning and operations on behalf of organiser



**Stewards**  
(Employed or contracted)  
Tasked to undertake stewarding operations as designated by Venue Safety and Security Officer



## Stadium, Multi-Agency Coordination, Command and Communication

**Event Organiser**  
Overall responsibility for all safety and security matters



**Venue Safety and Security Officer**  
Tasked with all safety and security planning and operations on behalf of organiser



**Stewards**  
(Employed or contracted)  
Tasked to undertake stewarding operations as designated by Venue Safety and Security Officer



**Police**  
Tasked to support Venue Safety and Security Officer; tackle in-stadia criminality, gather evidence of criminal or anti-social behaviour.



**Medical/First Aid personnel**  
Tasked to provide emergency and routine medical assistance to spectators

**Fire Steward**  
Tasked to respond to fires within stadium.



## Stadium, Multi-Agency Coordination, Command and Communication

**Event Organiser**  
Overall responsibility for all safety and security matters



**Venue Safety and Security Officer**  
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**Stewards**  
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**Police**  
Tasked to support Venue Safety and Security Officer; tackle in-stadia criminality, gather evidence of criminal or anti-social behaviour.



**Medical/First Aid personnel**  
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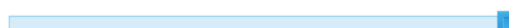
**Fire Steward**  
Tasked to respond to fires within stadium.



**Fire and Medical Services**  
Public authorities to arrange emergency response to fire or medical scenarios

**Public Transport Coordinator**  
To inform Venue Safety and Security officer of pre and post match public transport delays or problems.

**Other specialists as necessary**



Lists and flowchart type information can be made more accessible through interactivity (four of nine 'stops' on the slider shown here).

## Module 6 – Stadium Safety (iii)

### Aims and Summary

By detailing regular risk assessment and audit activity within the stadium or arena, we will consider the considerations underpinning risk assessments as well as fire safety and medical plans.

These will be discussed when considering all types of spectators, including those with disabilities, and their impact on minimising risks and hazards across the stadium.

### Learning Outcomes

- Outline the steps required for comprehensive stadium risk assessments as well as fire safety and medical plans, considering key aspects relating to procedures and deployment.
- Recognise how the needs and requirements of disabled spectators should be integrated into the accessibility guidelines of stadia and arenas, as part of regular assessment and audits.
- Review inherent health and safety risks arising from the use of pyrotechnics inside stadia or arenas and challenges relating to their prohibition, and effective response strategies.

### Module Structure

- Stadium Safety Risk Assessments.
- Fire safety and medical plans.
- Access and Disabled spectators.
- Pyrotechnics.
- Review your learning.

## Scientific Study on Use of Pyrotechnics in Football Stadia



**2016:** Scientific report on potential Health & Safety risks

**Safety Distance** on device greater than available space

**All pyrotechnics are explosives**

There is **no safe use** of pyrotechnics in football stadia

### Preventing & countering use of pyrotechnics in stadia

Legal and Regulatory Frameworks	
Incentives for supporters to devise alternative, less dangerous high profile choreographed displays of support	
National Co-ordination Arrangements	
Communication and Media Handling	
Training Arrangements	

### Conclusions

**There are very significant liability issues.**

Select the icons below to explore what the approach to pyrotechnics in stadia now must be:



MOVE AWAY

DO NOT ATTEMPT TO DEAL WITH IT

LET IT BURN OUT

Colour and design can be used to reinforce the content. Above there are colours from a relevant video used to highlight key messages and in the examples below, key colours from a photograph are used to thematically tie the information together.

## Module 7 - Security

### Aims and Summary

This module will provide an overview of how football policing strategies have a major impact on the football safety and security dynamic.

It will explore how policing tactics can reduce or exacerbate risk.

We will emphasise the importance of dynamic risk assessments and consider the crucial role of National Football Information Points (NFIPs).

### Learning Outcomes

- Understand the importance of policing football operations based on a range of established good practices.
- Recognise the importance of dynamic risk assessment and fan dialogue.
- Understand the crucial role played by the European network of National Football Information Points (NFIPs).

### Module Structure

- Football Policing Strategies & Ethos.
- Policing Football – Integrated Multi-Agency Approach.
- Risk-based Operations.
- Dialogue Policing + Inclusion & Exclusion.
- Role of NFIPs.
- Review Your Learning.

## Risk Assessment

### Matching activity

Drag and drop the boxes containing the names of different risk assessments to their correct definitions.

Generic risk assessments for standard activities	Other specific risk assessments	Dynamic risk assessment and management	Match-specific risk assessments
			Pre-event generic risk assessments on managing the event / and associated public order / public safety risks based on previous experience
			Updated generic risk assessment based on actual (hard) information and latest intelligence
			Scenario specific risk assessments on potential flash points and friction areas
			Ongoing (continual) dynamic risk assessments on developments and potential risks as the event evolves.

## Risk Assessment

### Matching activity

Drag and drop the boxes containing the names of different risk assessments to their correct definitions.

**Correct**

That's right! You selected the correct response.

Continue

Generic risk assessments for standard activities		Pre-event generic risk assessments on managing the event / and associated public order / public safety risks based on previous experience
Match-specific risk assessments		Updated generic risk assessment based on actual (hard) information and latest intelligence
Other specific risk assessments		Scenario specific risk assessments on potential flash points and friction areas
Dynamic risk assessment and management		Ongoing (continual) dynamic risk assessments on developments and potential risks as the event evolves.

The quiz/question functionality is used for 'Review your learning' purposes but is also available, as demonstrated here, for formative knowledge-checks and as a teaching tool.

## Module 8 - Service

### Aims and Summary

This module will cover aspects relating to service, aimed at making spectators, supporters and local communities feel welcome and engaged during sports events both inside and outside of the venue.

Traditionally neglected during planning and operations, we will outline a number of initiatives and highlight their importance for the delivery of safe and secure events.

### Learning Outcomes

- Outline the ways in which service has a fundamental effect on the safety and security of members of the public as well as officers.
- Review the importance of active communication strategies and consider a number of initiatives currently being used in a variety of settings.
- Understand the legal frameworks used to ensure inclusiveness and combat discrimination, and how the various stakeholders can draw on these within their own responsibilities.

### Module Structure

- Importance of Service on the Safety and Security Dynamic and Risks.
- Inclusiveness, Combating Discrimination & Intolerance.
- Communication with Supporters.
- Review Your Learning.

**Q2: What groups should be involved when setting up supporter dialogue structures at international, national and local level?**

Drag and drop the nine (9) correct answers to the table

Transport organisations	Municipal authorities			
Supporter-focused initiatives	Supporter Liaison Officers (SLOs)			
Football clubs	Stadium safety officers			
National football authorities	Police			
Supporter groups	Caterers			
Sponsors	Environmental authorities			

Drag and drop the nine (9) correct answers here

**Q4: What are the benefits of training on and tackling discrimination and intolerance?**

*(Please select all that apply)*

- Supporter-driven anti-discrimination initiatives can significantly increase peer pressure against discrimination on and off the pitch
- Increases knowledge of how discriminatory and intolerant behaviour can be effectively prosecuted
- Increases knowledge about discriminatory and intolerant behaviour
- It provides a more pleasant working environment to safety and security officers in stadia

**Q5: Combating Discrimination and Intolerance in Stadia**

Complete the sentence below by dragging the missing words into the correct position:

Sanctions and penalties imposed as a result of racist and other discriminatory behaviour should be \_\_\_\_\_ but sufficiently \_\_\_\_\_ to prevent and deter potential offenders and, where appropriate, include an \_\_\_\_\_ dimension.

**robust**      **cultural**      **proportionate**

**financial**      **serious**      **educational**

The summative quizzes for each module use a variety of different question types, some of which are shown here (drag and drop, multiple choice and missing word).



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