Safety & Security of Major Sporting Events:
Risk Management Challenges of Olympic proportions!

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ICSS Overview

- **Vision:**
  Safe, Secure, Clean Sport!

- **Organisation:**
  Not-For-Profit

- **Focus:**
  International / Policy / Governmental / Sport Federation

- **Offices:**
Introduction

• Major events: **SHORT** term initiatives with **LONG** term impact!

• They pose a specific **CHALLENGE** to a host country’s **SOVEREIGNTY** and **NATIONAL INTEGRITY**

• They involve many **COMPLEX** interdependencies, stakeholders & resources under the **GLOBAL SCRUTINY** of the media and the public

• The **THREAT LANDSCAPE** is constantly **CHANGING** along with technology, ideologies and geo-political relations (Reflected in security budgets)
The Holy Grail

- Almost 200 major international sporting events over the past 100 years
- A collective risk management experience of 350 years
- Organisers still ask the same questions:
  - Where do we start?
  - Where can we get information on the previous event?
- Does anyone know what a quality security plan looks like?
- How do you know what is missing?
- How can you be sure someone else’s plan will fit your event dynamics?
The Wooden Spoon

The impact of getting it wrong:

- Reputation
- Risk
- Budget Overrun
- Tax Payer Burden / Social Impact
- Bottom Line / Share price
- Litigation
Common Sense ≠ Common Practice

• Why re-invent the wheel? Every time!

• Needs:
  – Cumulative knowledge
  – Research / Continuous improvement
  – Require more than information capturing
  – Require the use of International Standards
  – Standard Framework / Dynamic Content
    ✓ Womb to the Tomb (Event Life Cycle)
    ✓ Holistic & Integrated
    ✓ Flexible
    ✓ Minimises risk & Cost

• SSI Model
Threats & Risks

• Natural:
  – Weather / Environment
  – Health

• Man-Made:
  • Operational
  • Cyber
  • Infrastructure Failure
  • Terrorism
  • Fan Behavior
  • Crime
  • Accident
## Incident Statistics

<table>
<thead>
<tr>
<th>%</th>
<th>Events</th>
<th>Cause</th>
<th>Deaths</th>
</tr>
</thead>
<tbody>
<tr>
<td>31%</td>
<td>2</td>
<td>Fire</td>
<td>646</td>
</tr>
<tr>
<td>24%</td>
<td>5</td>
<td>Crowd violence</td>
<td>499</td>
</tr>
<tr>
<td>17%</td>
<td>8</td>
<td>Crush/stampede</td>
<td>365</td>
</tr>
<tr>
<td>12%</td>
<td>5</td>
<td>Structural failure</td>
<td>256</td>
</tr>
<tr>
<td>10%</td>
<td>12</td>
<td>Accidents</td>
<td>218</td>
</tr>
<tr>
<td>5%</td>
<td>5</td>
<td>Terrorism</td>
<td>110</td>
</tr>
<tr>
<td>1%</td>
<td>2</td>
<td>Weather</td>
<td>23</td>
</tr>
</tbody>
</table>

**Interesting Findings:**
- Lowest frequency ≠ Lowest impact
- Highest threat ≠ Highest frequency
- 41% of incidents are crowd related
- Cyber incidents being researched
- Health incidents = cancellation
Security Challenges

Evolution of security challenges:
• Post 1972 Munich Olympics
• Post 9/11
• Current ‘War on Terror’
• Next…?
• Emerging Challenges:
  – Cyber Attacks
  – Drones / UAV’s
  – 3D Plastic Weapons
  – Open Events
Security Cost Implications

Average Security Budget Overrun: 77%!

Pre-9/11 Costs:
• 1992 Barcelona Olympics: $66.2 million
• 1996 Atlanta Olympics: $108.2 million
• 2000 Sydney Olympics: $179.6 million

Post 9/11 Costs:
• 2004 Athens Olympics: $1.5 billion
• 2008 Beijing Olympics: $6.5 billion
• 2012 London Olympics: $2.2 billion
Training for Gold

International Standards & Best Practices:

- ISO 31000: Risk Management
- ISO 27000: IT security
- ISO 9001: Quality Management Systems
- ISO 17799: Physical Security
- Security Design Standards: Infrastructure
- Counter terrorism: NACTSO & CPNI
Olympian Standard

Create the Gold Standard:

- Industry needs a Certification System
- SSI Model as foundation
- Audit against Standards:
  - Risk Management
  - Infrastructure Design
  - Operations
  - Technology
  - Cyber Security
  - Integrity
  - Training
ICSS Certification System

- Pre-Assessment
- Assessment
- Provision of (repeat) Training to Certification Agents
- Certification [Repeat]
- Cooperation Agreements with Partners
- Sale of Standards & Best Practices
- Offering Services to Improve Certification
First Place

Benefits:

- Global sport event standards
- Globally recognised certification
- Compliance
- Risk reduction
- Improved safety & security
- Due diligence performed
- Cost-Effectivity & reduced insurance
Starting Blocks

Understanding the Event Life Cycle

Pre-Event:
• Risk Assessment
• Construction
• Deployment
• Testing / Preparedness

Event:
• Delivery

Post Event:
• Dismantle
• Legacy
Targeting Risk

Pre-Event
- Event Risk Mgt Plan
- Contract Works
- Insurance Cover

Event
- Incident Mgt Procedure
- Risk Mgt Structure
- Insurance Cover

Post Event
- Event Audit Procedure
- Event Claim System
- Insurance Cover
Conclusion

Innovation will determine the Champion!

To take Gold...

We need to take sport event Risk Management from the Backroom to the Boardroom!
THANK YOU

QUESTIONS & ANSWERS