



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

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2015 - Case Study

MetricStream  
**GRC**  
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# ICSS Overview



# ICSS

INTERNATIONAL CENTRE  
FOR SPORT SECURITY

- **Vision:**  
Safe, Secure, Clean Sport!
- **Organisation:**  
Not-For-Profit
- **Focus:**  
International / Policy / Governmental /  
Sport Federation
- **Offices:**  
Doha, London, Paris, Brussels, Geneva



# 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



**59** UEFA C / L Finals  
**22** Winter Olympics  
**20** FIFA World Cups  
**11** Cricket World Cups

**27** Summer Olympics  
**20** Commonwealth Games  
**16** Pan American Games  
**9** Rugby World Cups

- 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 $\neq$ 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

%	Events	Cause	Deaths
31%	2	Fire	646
24%	5	Crowd violence	499
17%	8	Crush/stampede	365
12%	5	Structural failure	256
10%	12	Accidents	218
5%	5	Terrorism	110
1%	2	Weather	23

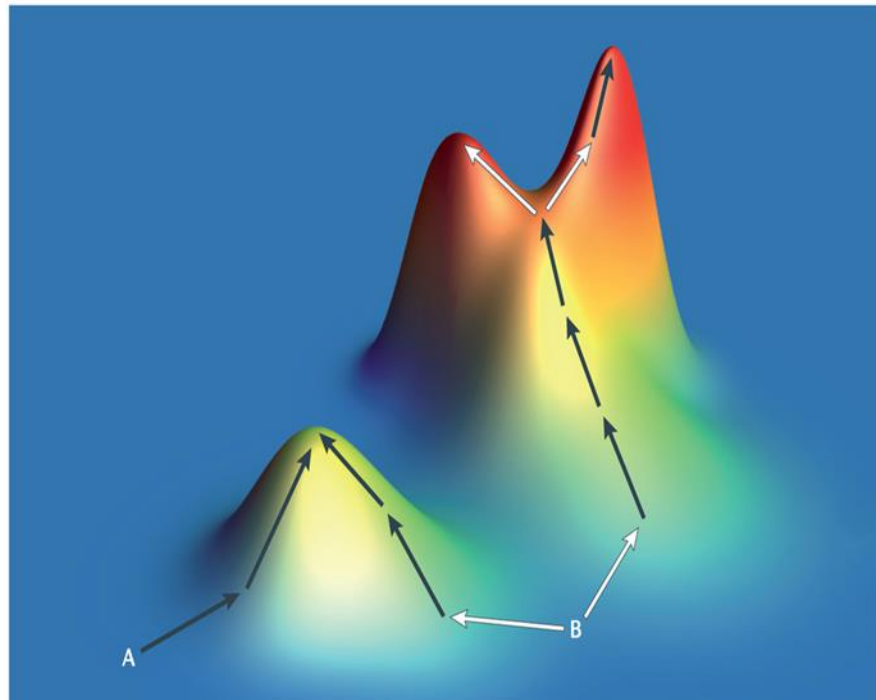
## Interesting Findings:

- Lowest frequency  $\neq$  Lowest impact
- Highest threat  $\neq$  Highest frequency
- 41% of incidents are crowd related
- Cyber incidents being researched
- Health incidents = cancellation

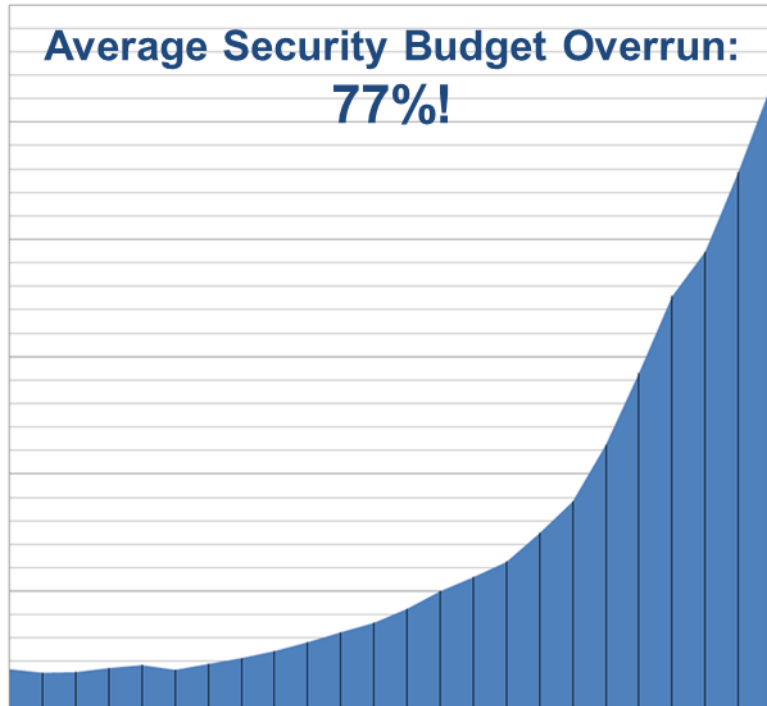
# Security Challenges

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



## 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



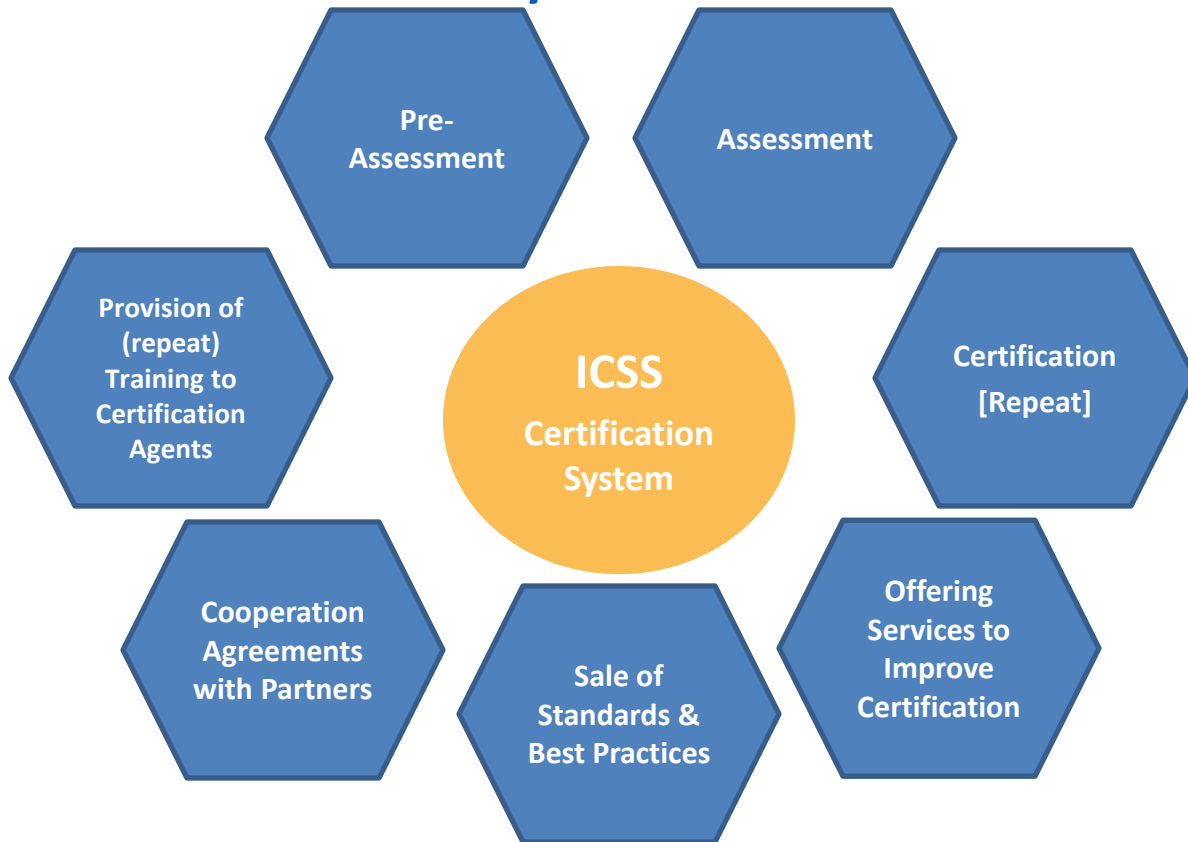
# Olympian Standard



## 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



# 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:

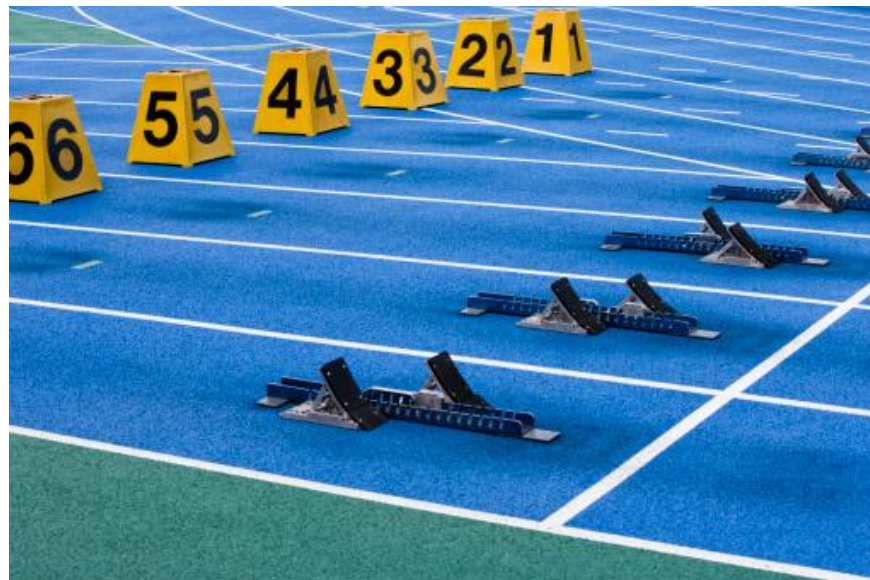
- Risk Assessment
- Construction
- Deployment
- Testing / Preparedness

### Event:

- Delivery

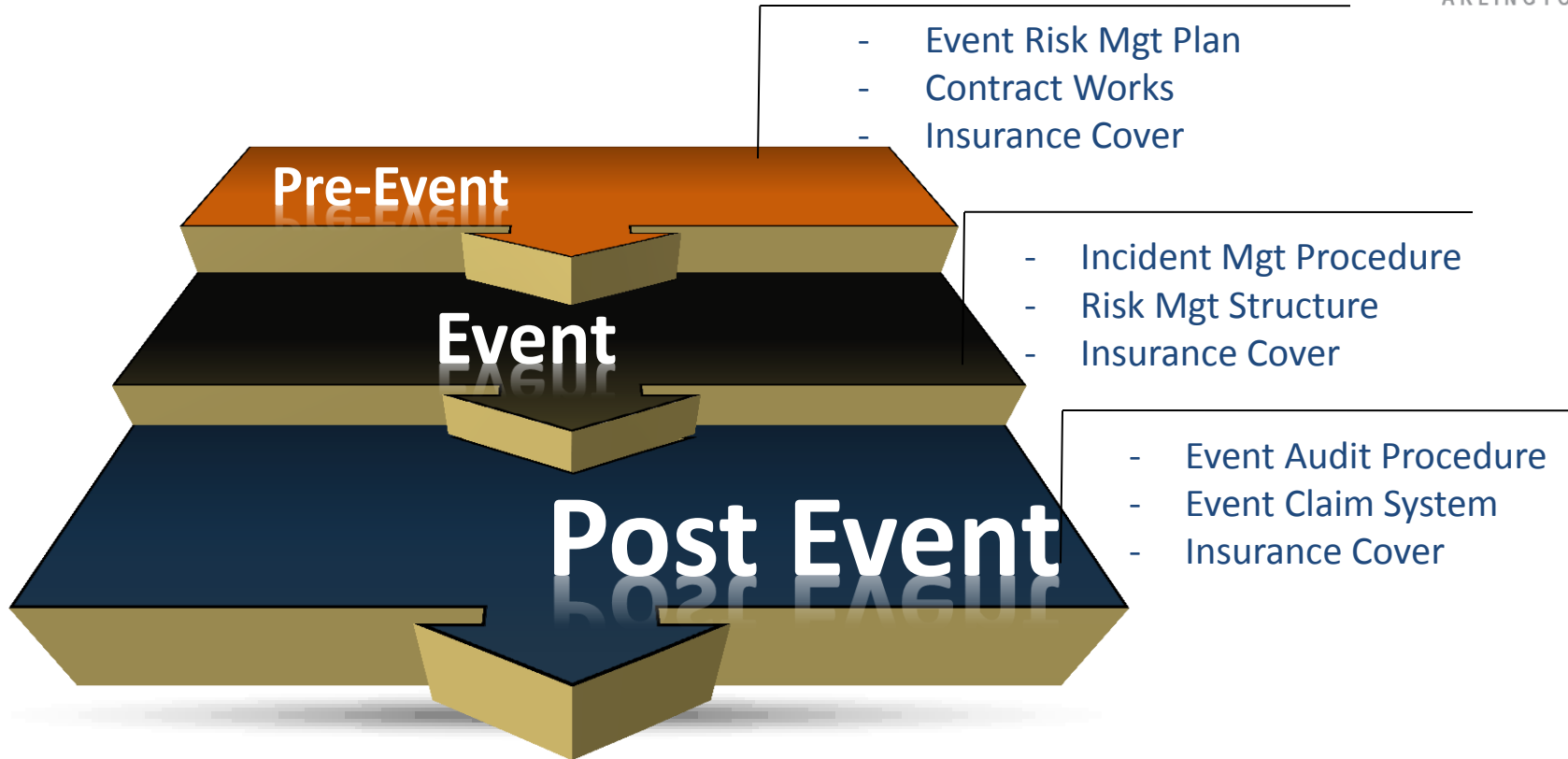
### Post Event:

- Dismantle
- Legacy





# Targeting Risk



# Conclusion

Innovation will determine the Champion!

To take Gold...

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

Maximize Business Performance Through GRC Journey

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THANK YOU

QUESTIONS & ANSWERS

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