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Abstract:

This deliverable presents preliminary results of task T.4.1 that analyses best practices in policy making creation in relation with security in mass gatherings. A general methodology is presented and data collection of regulations, standards and guidelines is conducted. The analysis of reference documents is based on a survey containing the main policy issues (events considered, legal and security). The information collected allowed us to define a preliminary list of indicators and measures for the Policy Making Toolkit.

Keywords:

Policy Making Toolkit, mass gatherings, policy issues, best practices, indicators and measures, regulation, standards, guidelines

http://letscrowd.eu/

Revision History

Revision	Date	Description	Author (Organisation)
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V0.6	20.08.2018	References updated according to First Periodic Report reviewer's comments	Arturo Cuesta (UC) Gemma Ortiz (UC)

Copyright Statement

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1 INTRODUCTION

1.1 PURPOSE OF THE DOCUMENT

LETSCROWD will overcome challenges preventing the effective implementation of the European Security Model (ESM) (1), (2), (3) with regards to mass gatherings. One of the main outcomes is the Policy Making Toolkit (PMT) to support policymakers in the creation, enhancement and implementation of security policies.

The purpose of this document is to present the general methodology to define policy indicators and measures that will be used in the PMT, and the first steps of this methodology consisting of the analysis of the best practices and policies in security of mass gatherings, with special consideration of those involving the citizens.

1.2 SCOPE OF THE DOCUMENT

The document is the first step of the design and implementation of different applications that will form PMT for policy makers. This deliverable D4.1 is a progress report that presents the overall methodology used and the preliminary results obtained during the first 7 months of the project. The defined methodology is divided into five main steps: 1) defining security issues, 2) collecting current policies and best practices, 3) analysing current policies and best practices, 4) selecting preferred policies and best practices and 5) defining indicators and measures for PMT.

This document advances results from the proposed methodology and a preliminary list of the proposed policy indicators and measures is presented. However, the collection and analysis of the information is still in process. The identification and definition of indicators and measures needs a review and a systematic analysis of current policies and best practices. Final results will be provided in deliverable D4.5 consisting of a report containing the final policy indicators and measures extracted from T4.1, in addition to an analysis on best practices based on innovative policies creation. This document will be available in month 16 of the project development.

1.3 STRUCTURE OF THE DOCUMENT

The document is structured around seven main sections, apart from this introduction. Section 2 introduces the main concepts of the Policy Making Toolkit. Section 3 presents the overall methodology and Section 4 includes a preliminary classification of the main security issues in mass gatherings. Section 5 presents the collection of policies and best practices and Section 6 describes the survey method used for a comprehensive analysis of the referenced documents including an example of a policy document analysed. Finally, Section 7 presents conclusions with a preliminary list of the proposed policy indicators and measures.

2 POLICY MAKING TOOLKIT (PMT)

LETSCROWD will overcome security challenges in relation to the protection of mass gatherings against criminal and terrorist actions. The main outcomes of the project are: Dynamic Risk Assessment (DRA) for the European Security Model (ESM) implementation, Policy Making Toolkit (PMT) to support security policy makers and Human-Centred Support Toolkit (HCT) for Law Enforcement Agencies (LEAs).

The WP4 comprises the development of the Policy Making Toolkit (PMT) conceived as a tool focused on public authorizers to help them if they can authorize or not a mass gathering event but also to provide support to public administration to improve its policies. The PMT is defined as a knowledge-driven decision-support system integrated by:

- Database of past events and evidences, current policies and legal background.

- Tailored risk assessment methods.

- Intelligent engine (algorithms) for processing and deliver the required information.

- Techniques and tools for civil servants and others involved in policy making (from EU dimension to local authorities) such as behavioural insights (experiments, crowdsourcing), social media analysis techniques and collaboration tools (interchange of information among experts).

- A friendly Human Machine Interface.

The PMT development includes the following main tasks:

- T4.1 Best practices, indicators and measures for policy makers

- T4.2 Data analytics about existing and future security policies

- T4.3 Evidence based security policies specification

- T4.4 Policy making toolkit

The task T4.1 is the first step in the development of the PMT involving the collection of best practices in security policy making, especially those involving citizens and also the definition of indicators and measures that will be used in the tool based on the following principles:

- The indicators will be balanced (i.e. taking everything into account and giving all policies equal attention).

- The indicators will provide information for T4.2 to deliver analytics models based on data, where policy makers can navigate and investigate which are the effects of measures put in place.

- The indicators will be also taken from a fair review of security polices activities within the member states.

- The indicators will provide information to understand development, performance and position of security policy actions.

The identification and definition of indicators and measures needs a review and a systematic analysis of current policies and best practices.

3 METHODOLOGY OVERVIEW

A policy analysis methodology was used to define indicators and measures from the current policies and best practices in relation to crowd security in mass gatherings. Figure 1 illustrates the main five steps involved in the methodology. The methodology consists of an iterative process. Policy issues are identified and analysed through available information (current policy and best practices references) to identify the indicators and measures that can serve multiple functions in policy making, in particular those of:

- Communication and awareness raising (4).- Increasing public understanding of the security issues in mass gatherings and the need for effective policy-making approaches.

- Monitoring and evaluation performance.- Checking that policies are carried out correctly and judging their quality and importance.

- Supporting policy evaluation.- Helping to judge the quality and importance of specific policies.

- Early warning.- Making people and policy makers to understand current and future problems.

- Political advocacy.- Supporting for or recommendation of particular security policies for mass gatherings.

- Control and accountability.- Limiting policy actions (when required) and identifying responsibilities of such actions.

- Transparency.- Easy access and understanding of the information of policies (design, formulation, implementation and evaluation processes).

- Improving the quality of decisions.- Helping policy makers in the decision-making process.

Other functions can be policy analysis and improvement of effectiveness (5). For instance, allowing stakeholders (e.g. public servants, security experts, promoters, etc.) to examine and evaluate the available options to implement the security goals. Policy analysis is also seen as a method for structuring information and providing opportunities for the development of alternative choices for the policymaker (6).
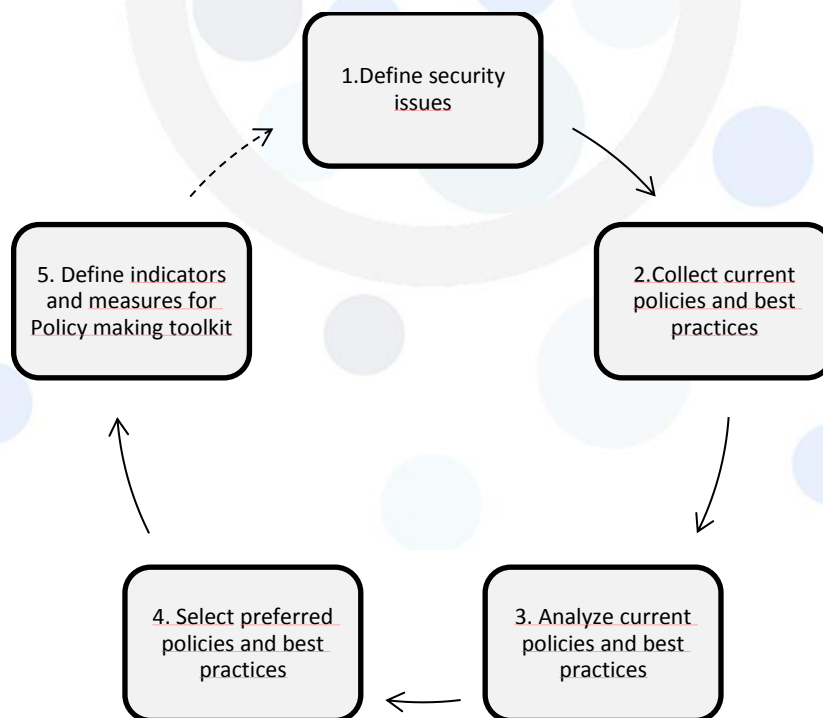

FIGURE 1 – Overall methodology

1. Define security issues. This step mainly consists of the definition of the problem. The main issues are identified and defined based on the legal documents and guidelines available. The security issues are defined as a matter of public concern divided into three main categories:

- Events considered. This involves the scope of the documents. In other words, this issue defines the type of events and the characteristics of the venue considered.

- Legal issues. This relates to the roles and responsibilities (authority, LEAs and stakeholders), the process of authorizing the event, the definition of infractions and sanctions and those aspects involving the citizen rights.

- Security issues. This involves the security organization of the event, the prevention and planning activities and the police and security measures put in place.

2. Collect current policies and best practices. This step involves the collection of the available reference documents divided into three main categories: regulation, standards and guidelines.

- Regulation documents are defined as those documents containing specific requirements adopted and enforced by legal government entities.

- Standards are defined as documents containing mandatory language, usually produced by a technical entity such as an association or society. These documents by themselves have no legal standing, except where they have been adopted by, or on behalf of, a government agency by legislative action or other legal empowerment or authority.

- Guidelines are defined as documents providing recommended policies and practices in the security and/or protection for mass gatherings. These documents are typically prepared by technical associations as well as by certain governmental agencies.

The documents can also have different scopes: at national, regional or local levels according to the authority or institution authorship.

Despite data collection focus on the Member States, documents from other countries (i.e. USA, Australia, Canada, etc.) were also revised in order to fill the potential gaps, identifying other policies and derived indicators.

3. Analyse current policies and best practices. This step consists of filling a policy survey in relation to the current regulations, standards and guidelines collected. The survey contains the defined security issues for the analysis. Data collected is compared and processed to identify the current policies and best practices. Note that the policies and best practices may differ among documents but also they can complement each other.

4. Select preferred policies and best practices. This step involves the choice of the policies and best practices to be considered for the definition of indicators and measures for policy making included in PMT. The LEAs involved in the project are playing a key in the selection of those documents they normally use or they consider relevant. The information processed also helps to define the formulation of future and/or new policies and best practices.

5.-Define indicators and measures for PMT. This is the main step of the methodology. The indicators and measures will help policy makers to improve policy actions. There are different indicator types and functions. For instance, Illner's typology (7) of indicator types and functions at different stages of a policy cycle is one among the many attempts to determine the expected and potential roles of indicators in policymaking (Table 1).

Planning stage	Type	Function
Diagnosis	Descriptive	Monitoring and description of the initial situation
	Analytical	Analysis of the initial situation
Programming realization	Prognostic	Characterization of expected or potential development
	Programming	Reflection on overall goals
	Planning	Reflection on medium-and long-term goals
	Social normative	Quantification of goals and means
Evaluation	Control	Description of the final situation
	Impact indicators	Reflection on outcomes
	Effectiveness indicators	Reflection of effectiveness

TABLE 1 – Illner`s indicator types and functions (6)

A general framework can be made based on descriptive, performance and composite indicators (8), (9). Descriptive indicators specify the state of a system without specific policy interpretations. They are close to data or statistics (i.e. dichotomous, number, grade, time series, or ratios or other derived functions) and they do not presuppose a specific type of use. Performance indicators compare values against a standard or target value. They can concern policy inputs, processes, outcomes, effectiveness or efficiency and demand a specific type of intended use (10). Composite indicators focus attention on policy issues, offer more rounded assessment of performance and present the big picture in a manner accessible to a range of audiences. A composite indicator is formed when individual indicators are compiled into a single index on the basis of an underlying model. The composite indicator should ideally measure multidimensional concepts, which cannot be captured by a single indicator. In the context of policy analysis, composite indicators are useful in identifying trends and drawing attention to particular issues. They can also be helpful in setting policy priorities and in benchmarking or monitoring performance. The composite indicators have the following advantages (11):

- Can summarise complex, multi-dimensional realities with a view to supporting decision makers.
- Are easier to interpret than a battery of many separate indicators.
- Reduce the visible size of a set of indicators without dropping the underlying information base.
- Make it possible to include more information within the existing size limit.
- Place issues of performances and progresses at the centre of the policy arena.
- Facilitate communication with general public (i.e. citizens, media, etc.)
- Enable users to compare complex dimensions effectively.

Both classifications of indicator types are likely to be used to describe the proposed policy indicators. While the classification in Table 1 enables a more detailed description of indicators the general framework (descriptive, performance and composite indicators) seems to be more appropriate for a preliminary analysis.

4 DEFINING POLICY ISSUES

A policy is a set of ideas or principles of action adopted by authorities. Here, policy issues are defined as the current and/or potential problems in relation to the protection of people in mass gatherings that may require policy making. The first step of the proposed methodology consists of identifying such policy issues. This section presents the current policy issues that may have correlation with the identification and definition of security indicators and measures.

4.1   EVENTS CONSIDERED

The first policy issue is related to the **events** considered in current policies. There is a need to define the mass gatherings and therefore the scope of policy making. Here we use the definition of the LETSCROWD Lexicon:

Mass gathering is defined as an event attended by a sufficient number of people (>1.000) in a specific location, for a specific purpose and for a defined period of time that requires planning, multi-agency coordination and response resources of the host community (state/region/province/city/town/village) where it is being held.

There can be as many classifications of the types of events as policy/guidelines documents. Therefore, a general classification may be considered to cover a wide variety of potential events in consideration based on: 1) sporting, 2) religious, 3) political, 4) cultural and 5) special events. Note that this classification is opened to other types of events (conventions, races, etc.).

The second policy issue refers to the **place where the event happens** (i.e. the venue). Similarly, this issue was intended to be as wide as possible considering: 1) indoor, 2) outdoor, 3) contained venue, 4) uncontained venue and 5) other potential venues. Additional information of the venue can include whether the site is normally used for large crowds or not or whether the site is permanent or temporary.

There may be other policy issues in relation to the **attendees** (e.g. age composition of the audience) and the expected **type of crowd** (ambulatory, cohesive, aggressive or hostile, etc.) and characteristics.

4.2   LEGAL ISSUES

Legal issues are directly related with the **approval of the event**, the **definition of roles and responsibilities** of the agents involved in a mass gathering event, the **possible infringements and sanctions** and the **rights of citizens** among others.

Authorization of an event is a key legal issue that can have a strong correlation with security indicators and measures. In fact, one of the main functions of the PMT is providing the authorizers criteria (ranging from knowledge-provision to administrative control) for approving a given mass gathering event. In this case indicators may be also related to those requirements and conditions that organizers/owners must comply with (technical and legal conditions) such as the respecting the fundamental citizens' rights or insurance coverage. Legal issues also involve the defined obligations for the stakeholders (organizers, citizens, LEAs, etc.). It should be noted that legal issues may differ among countries. In this sense, a general framework will be created in the interest of harmonizing the different approaches in the definition of indicators and measures for policy making.

4.3   SECURITY ISSUES

Security issues are focused on the **protection of people during a mass gathering** against criminal and terrorist actions. They cover different stages such as organization, planning and security measures.

Organizational issues may involve the definition of leadership authority and management structure (e.g. ensuring a robust command and control following a logical strategy to oversee and coordinate all activities) (12), the communication protocols, emergency procedures and the responsibilities of all relevant parties involved (also including emergency and fire services, stewards and organizers).

Planning issues may comprise risk assessment and/or emergency planning and procedures, inspections calendar, training, meetings and information gathering (i.e. intelligence).

Policy and security measures encompass issues associated with prevention actions or putting precautions in place. For instance, the provision of access control and credentialing, crowd management (access routes, entrances and exits, fences, barriers, etc.), warning/alarm, monitoring and surveillance system, security personnel (number and location), assets deployment, cybersecurity, etc.

It is worth to say that there may be mass gatherings that may not require all security measures and other events that may require additional security measures depending on the nature of the event and associated threats (e.g. explosive detection canines and handlers, cybersecurity, etc.). There may be more security issues not mentioned in this section likely to be included as the documents review evolves.

5 COLLECTION OF POLICIES AND BEST PRACTICES

The data collection mainly consisted of a systematic search of the existing documents in relation to crowd safety and security. The sources of information were mainly provided from internet search engines and partners. Note that some of the documents are not in English.

The data collection also involved the assessment of documents. The relevant documents were compiled. Only documents that address the safety & security issues in crowd events and mass gatherings were selected. A previous qualitative data analysis was conducted using Nvivo software (13). The frequency of key words related with the topic were obtained to determine whether each document contains relevant information and to know its order of importance for the analysis. Figure 2 shows and example of the top 10 words of a revised document (14). The preliminary list of the revised documents to date is shown in Table 2. Documents were classified into three types (regulations, standards and guidelines) and three scopes (national, regional and local level).
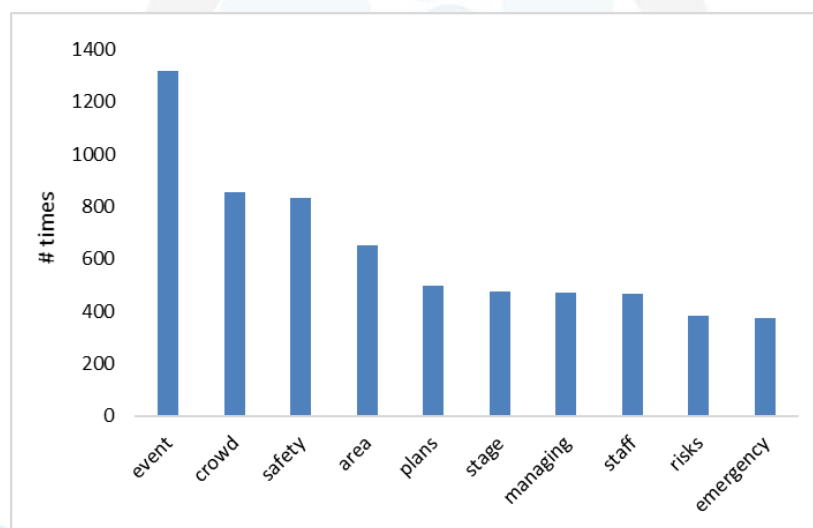

FIGURE 2 – Top 10 words of a revised document

Ref.	Name/date/country	Type*			Scope^		
		Reg.	St.	Guid.	Nat.	Reg.	Loc.
(15)	Ley de Cantabria 3/2017, de 5 de abril, de Espectáculos Públicos y Actividades Recreativas de Cantabria/2017/Spain	X				X	X
(16)	Guida per Organizzare Manifestazioni all'aperto del Comune di Roma/2015/Italy			X	X	X	X
(17)	Linee Guida per Manifestazione Temporanea del Comando Polizia Locale della Provincia di Verona/Date not specified/Italy			X		X	X
(18)	Circolare Gabrielli/2017/Italy	X			X	X	X
(19)	Bayerisches Versammlungsgesetz (BayVersG)/2015/Germany	X				X	
(20)	Verordnung über den Bau und Betrieb von Versammlungsstätten (Versammlungsstättenverordnung – VStättV)/2013/Germany	X			X		
(21)	Veranstaltungssicherheit – Leitfaden für Feuerwehr, Sicherheitsbehörde und Polizei sowie Veranstalter und deren Sicherheitsdienstleister/Date not specified/Germany			X			X
	Polizei Dienstvorschrift 100 (Police Guideline 100)/Date not specified/Germany[1]			X		X	
(22)	Public Health, safety, and Security for Mass Gatherings. Committee on Homeland Security/2008/USA.		X		X		
(23)	An Introduction to Mass Gatherings. Centre for Excellence in Emergency Preparedness/2014/Canada.		X		X		
(24)	Safe and Healthy Mass Gatherings/1999/Australia.			X	X		
(25)	Guidelines for concerts, events and organised gatherings/2009/Australia.			X			
(26)	Special Events Contingency Planning/2005/USA.			X	X		
(12)	Planning And Managing Security For Major Special Events/2007/USA.			X	X	X	
(27)	Crowd control at venues and events. The governments of Victoria/2007/Australia			X	X		
(28)	Health Service Executive Requirements and Guidance for Outdoor Crowd Events/2015/UK			X	X	X	X
(29)	Guidelines for Event Organisers. Dublin City Council/2012/Ireland.			X			X
(14)	Event Safety Guide. Swedish Civil Contingencies Agency (MSB). February 2012.			X	X		
(30)	Understanding crowd behaviours. Guidance and Lessons Identified.2009. UK.			X	X	X	X
(31)	Managing crowds safely. A guide for organizers at events and venues. 2000. UK.			X	X	X	X
(32)	Managing Crowd at Events and Venues of Mass Gathering/2014/India.			X	X		
(33)	The Event Safety Guide/1999/UK			X	X		

* Reg. Regulation.- A document containing specific mandatory requirements adopted and enforced by a legal government entity;

St. Standard.- A document containing mandatory language, usually produced by a technical entity such as an association or society. These documents by themselves have no legal standing, except where they have been adopted by or on behalf of a government agency by legislative action or other legal empowerment or authority;

Guid. Guideline.- A document providing recommended policies and practices in the security and/or protection for mass gatherings. These documents are typically prepared by technical associations as well as by certain governmental agencies.

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[1] *Document for internal use, is not available for general public (for more information contact with Sebastian.Allertseder@pol.hfoed.bayern.de).*

^Nat. National; **Reg.** Regional; **Loc.** Local.

<div align="center">TABLE 2 – Policy documents and guidelines revised to date</div>

6 ANALYSIS OF CURRENT POLICIES AND BEST PRACTICES

A survey was developed for the analysis and collection of relevant information contained in the documents. The survey consisted of an executive report-policies which contains the main issues identified during the steps 1 of the methodology. The survey was also sent to partners involved in task T4.1 for the analysis of information derived from policy documents in different EU languages.

An example of a survey completed for an Italian guideline document (16) is as follows:

Basic information

Reference (name/date/country)	Type* (mark with an "X")			Scope^ (mark with an "X")		
	Reg.	St.	Guid.	Nat.	Reg.	Loc.
Guida per Organizzare Manifestazioni all'aperto del Comune di Roma/October 2015/Italy			X			X

EVENTS CONSIDERED

Type	(mark with an "X")	Include a description of contents according to the revised document
Sporting events	X	Guidelines focused on the attainment of the authorisation from the Municipality of Rome, then it is subject to the applicable attendance limits for events under the responsibility of the municipality, that is: less than 1.300 people in close environment and less than 5.000 in the open
Religious events	X	
Cultural events	X	
Political events	X	
Special events	X	
Other events?		

Venue	(mark with an "X")	Include a description of contents according to the revised document (in English)
Indoor	X	The distinction is between venues that are dedicated to events and for which there are more simple recommendations (within the limits of the planned occupancy) and venues that are temporarily dedicated to the events and for which a detailed description of the venue characteristics is required
Outdoor	X	
Contained venue		
Uncontained venue		
Other?		

LEGAL ISSUES

Role	(mark with an "X")	Include a description of contents according to the revised document (in English)
Public authorities	X	Commissione Comunale di Vigilanza issuing the authorization for the event and following the regulation of the Testo Unico di Pubblica Sicurezza" (ex art. 68, 69 and art. 80)
Organizer	X	The organizers are the target of these guidelines, that is, the stakeholders that shall submit the request for authorization as well as the collection of all the required information
LEAs		
Stakeholders	X	There are some other stakeholders responsible for specific aspects, such as, the "parere di agibilità dello spazio" (fitness of the closed environment) according to art. 80 of the R.D. n.

		773/1931.
Others?		

Responsibilities	(mark with an "X")	Include a description of contents according to the revised document (in English)
Public authorities	X	Commissione Comunale di Vigilanza for the conformance of the request with the regulation of the "Testo Unico di Pubblica Sicurezza" (ex art. 68, 69 and art. 80). However, recent decisions of the judicial authority considered the municipality responsible for the conformance both before and during the event
Organizer	X	The organizers for the completeness and correctness of the information provided, and for the adherence between what planned and the execution of the event
LEAs		
Stakeholders	X	Stakeholders are responsible for specific aspects that required their authorization, such as, the "parere di agibilità dello spazio" (fitness of the closed environment) according to art. 80 of the R.D. n. 773/1931.
Others?		

Authorization	(mark with an "X")	Include a description of contents according to the revised document (in English)
Authority		Commissione Comunale di Vigilanza
Events/activities not permitted		Events outside the attendance size limits described above
Administrative process		The guidelines is focussed on the administrative aspects of the authorization (Procedura per l'autorizzazione). It describes the offices to contact for this Administrative process specifying the time, type of documents and information needed
Organizer duties		Collection of the information in the required format (for the attainment of the authorization)
Requirements /conditions		See "Testo Unico di Pubblica Sicurezza" (ex art. 68, 69 and art. 80)

Infractions/ sanctions	(mark with an "X")	Include a description of contents according to the revised document (in English)
Organizer		Not considered in the guidelines
Spectators/citizens		
Stakeholders		
LEAs		
Others?		

Citizen rights	(mark with an "X")	Include a description of contents according to the revised document (in English)
Rights/restrictions		Not considered in the guidelines
Privacy		
Information/ awareness		
Insurance coverage		
Complaints		
Others?		

SECURITY ISSUES

Organization	(mark with an "X")	Include a description of contents according to the revised document (in English)
Leadership authority/structure	X	The organizer remains responsible for the correct execution of the vents within the limits of what is specified in the request and of the applicable legislation.
LEAs involved	X	Protezione Civile Polizia Municipale Pubblica Sicurezza
Other agents		
Communications		
Procedures		
Others?		

Planning	(mark with an "X")	Include a description of contents according to the revised document (in English)
Risk assessment		The guidelines are focussed on the actions needed to obtain the authorization and follow the regulation specified in the applicable legislation. There are no specific information about the planning of the event.
Emergency plan		
Meetings		
Inspections		
Gathering information		
Others?		

Police and security measures	(mark with an "X")	Include a description of contents according to the revised document (in English)
Access control		The guidelines are focussed on the actions needed to obtain the authorization and follow the regulation specified in the applicable legislation.
Crowd management		
Cybersecurity		
Alarm/warning		
Surveillance		
Security personnel		
Asset deployment		
Other		

7 PRELIMINARY CONCLUSIONS

Surveys responses are being analysed and compared to define the current state in policies and best practices. This is not an easy task as documents differ in their approaches and scope. For instance, policy documents focus on legal issues (e.g. authorization of the event) whereas standards and guidelines mainly focus on safety and security issues. Hence, a detailed analysis of the reference documents is needed. The comprehensive analysis will help us to determine the preferred policies (step 4 of the proposed methodology) to define the indicators and measures (step 5 of the proposed methodology) for the PMT that will be fully presented in Deliverable D4.5. Furthermore, this analysis also will provide:

- A better understanding the current state of policies and best practices of the State Members;
- An identification of gaps in policy making and best practices;

- An improvement in understanding and define new policy goals and future challenges.

Up to now a preliminary list of potential indicators and measures has been created. The list is the following:

1. Event Info

    1.1. Event details

        1.1.1. Name of the event

        1.1.2. Organizer

        1.1.3. Stakeholders involved

        1.1.4. Event web site and social networks (link)

        1.1.5. Date (s) of the event

        1.1.6. Time of the event (e.g. duration and timeline)

        1.1.7. Type of event (classification)

    1.2. Venue details

        1.2.1. Name of the venue

        1.2.2. Address

        1.2.3. Usability (e.g. normally used, not previous used)

        1.2.4. Suitability for large crowds

        1.2.5. Venue type (e.g. outdoor, indoor)

        1.2.5. Space for the crowd (e.g. closed, open)

        1.2.6. Structures (e.g. permanent, temporary)

        1.2.7. Crowd boundaries (e.g. walls, fences, etc.)

        1.2.8. Capacity of the venue

        1.2.9. Accessibility

        1.2.10. Access points for intervention

        1.2.11. Environmental and historic issues

        1.2.12. Critical infrastructures issues

        1.2.13. Natural features likely to be hazardous

    1.3. Graphical info

        1.3.1. Format

        1.3.2. Layout (e.g. diagram, map, etc.)

        1.3.3. Type of information (e.g. resources allocation, access points, etc.)

2. The crowd

    2.1. Admission

        2.1.1. Pre-sold tickets

        2.1.2. On site ticket sales

        2.1.3. Free

    2.2. Estimated total number of attendees

    2.3. Estimated proportion of age composition

2.3.1. 0-12 years

2.3.2. 12-18 years

2.3.3. 18-25 years

2.3.4. 25-40 years

2.3.5. 40-55 years

2.3.6. > 55 years

2.4. Estimated number of disabled people

2.5. Estimated number of VIPs

2.6. Crowd size

2.6.1. Small < 1.000

2.6.2. Medium 1.000-20.000

2.6.3. Large > 20.000

2.7. Maximum expected density (hot points)

2.7.1. Level of Service A-F

2.8. Estimated time under maximum expected density conditions (hot points)

2.9. Crowd type (based on Berlonghi's definition (34))

2.9.1. Ambulatory

2.9.2. Limited movement

2.9.3. Escaping or trampling

2.9.4. Dense or suffocating

2.9.5. Cohesive or spectator

2.9.6. Expressive or rebellious

2.9.7. Participatory

2.9.8. Demonstrator

2.9.9. Aggressive or hostile

2.9.10. Rushing or looting

2.9.11. Violent

2.10. Purpose (based on (30))

2.10.1. Entertainment

2.10.2. Religious meeting/political demo

2.10.3. Spontaneous

2.10.4. Mixed (e.g. shopping at an event)

2.11. Duration

2.11.1. Short term (few hours)

2.11.2. Medium term (several hours)

2.11.3. Long term (almost a day)

2.11.4. Longer term (a few days)

2.12. Atmosphere/conflict/history

2.12.1. High level of historical conflict

2.12.2. Low levels of conflict

2.12.3. Non-existent conflict

2.13. Levels of membership identification

2.13.1. Low (e.g. commuters)

2.13.2. High (e.g. football fans)

2.14. levels of interaction

2.14.1. Low (e.g. commuter very little interaction)

2.14.2. Medium (e.g. between fans and stewards)

2.14.3. High (e.g. between fans stewards and police)

2.15. Heterogeneity of crowd membership

2.15.1. Low (e.g. commuters-single, know way, purposeful behaviour)

2.15.2. Medium (e.g. football match mostly men with good mobility)

2.15.3. High (e.g. crowd at an airport)

2.16. Size of unit

2.16.1. Mainly singletons

2.16.2. Mixed (e.g. some singles and some groups)

2.16.3. Mainly groups

2.17. Expected crowd behaviour

2.17.1. Cooperative

2.17.2. Non-cooperative

2.18. Levels of membership participation

2.18.1. Low (mainly passive participants)

2.18.2. Medium (passive and active participants)

2.18.3. High (mainly active participants)

3. Legal issues

3.1. Key contacts

3.1.1. Government authorities

3.1.2. Event promoter/organizer

3.1.3. Sponsors

3.1.4. Police/LEAs

3.1.5. Private security

3.1.6. Ambulance service

3.1.7. Firefighters

3.1.8. Transportation authority

3.1.9. Media

3.1.10. Other (specify)

3.2. Roles and responsibilities

3.2.1. Government authorities

3.2.2. Event promoter/organizer

3.2.3. Police/LEAs

3.2.4. Private security

3.2.5. Ambulance service

3.2.6. Firefighters

3.2.7. Other (specify)

3.3. Authorization of the event

3.3.1. Authority

3.3.2. Applicants

3.3.3. Events and activities not permitted

3.3.4. Administrative process

3.3.5. Audits/inspections

3.3.6. Criteria for cancelation

3.4. Infractions

3.4.1. levels of infringements

3.4.2. Types of infringements

3.5. Sanctions

3.5.1. Type of sanctions

3.5.2. Levels of sanctions

3.6. Rights

3.6.1. Fundamental

3.6.2. Attendees

3.7. Inter-agency agreement

4. Public information

4.1. Responsible

4.1.1. Authority

4.1.2. Security manager

4.1.3. Organizer

4.2. Public information planning

4.2.2. Type of information (e.g. security issues, management of an incident, etc.)

4.2.3. Means (e.g. TV, internet, etc.)

4.2.4. Time (e.g. before, during after the event)

4.2.5. Media relations in case of incident or crisis

4.3. Public opinion

4.3.1. Type of information (based on Eurobarometer 432: Europeans' attitudes towards security)

4.3.2. Sources of information (e.g. media, citizens, experts, etc.)

4.3.3. Collection methods (e.g. surveys, round tables, etc.)

5. Security organization

5.1. Leadership

5.1.1. Security director

5.1.2. Executive team

5.2. Structure

5.2.1. Areas involved (e.g. intelligence, special security, etc.)

5.2.2. Organization chart (e.g. format and information)

5.3. Command and Control

5.3.1. Time (e.g. permanent, temporary)

5.3.2. Location

6. Security information/intelligence

6.1. Historical data of past events

6.1.1. Past experiences (e.g. previous events/same place, same type, etc.)

6.1.2. Sources of information (e.g. database, reports, media, etc.)

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