



**Professor Steve Frosdick**

**IWI Associates** is an independent management consultancy and training company. We specialise in strategic risk and change management.

For ESSMA, we are particularly promoting our **Safety and Security Audit Service.**

### **STADIUM SAFETY AND SECURITY**

**IWI Associates** has a unique combination of competencies in safety and security at sports grounds. IWI has:

**Practical experience** of leading the safety and security function in both football and motor racing;

**Policy and consultancy experience** as advisors to organisations and governing bodies; and

**In depth expert knowledge** as researchers, teachers and authors.

**IWI** is thus distinctively capable of:

- Undertaking safety and security audits;
- Providing independent expert opinions;
- Leading and co-ordinating risk assessment processes; and
- Delivering bespoke seminars for professional audiences.

#### **Contact Details**

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### **Recent Safety and Security Assignments**

#### **2009 – Crowd Management – Blackburn Rovers Football Club**

Commissioned to give an independent professional opinion on the proposed crowd management arrangements for away fans. The opinion comprised a detailed risk assessment together with different recommended segregation arrangements for very high, high, medium and low risk matches. The risk assessment and recommendations were fully accepted by the club, the police and the Safety Advisory Group. Subsequently commissioned to undertake a full safety and security audit for the club, which will be completed during November 2009.

#### **2009 – Matchday Organisation – Aviva Stadium, Lansdowne Road, Dublin**

Commissioned to research and recommend a matchday safety and security organisation. The recommendation was derived from a synthesis of the various international guidance documents together with a comparative analysis of the matchday organisation at major European stadia staging multiple events.

#### **2008 – Safety and Security Management – Superleague Formula**

Appointed to lead the safety and security function for a brand new sports concept which combined motor racing and football. The work involved liaison with the six European racing circuits and the 18 participating international football clubs to review their intended arrangements and to prepare the necessary risk assessments. The role also included an operational crowd management oversight function at the race meetings themselves.

## The IWI Safety and Security Audit

This 'critical friend' service reports against a checklist of over 130 items arranged under 17 main headings as follows:

- **Documentation** (e.g. capacities, policies, certificates, assessments, plans)
- **Structures** (e.g. maintenance, testing, accommodation, entries, exits, barriers)
- **Traffic Management** (e.g. plans, emergency access, RVPs)
- **Safety Systems** (e.g. control rooms, CCTV, communications, PA, UPS)
- **Safety Personnel** (e.g. safety officers, safety and security stewards)
- **Safety Procedures** (e.g. pre-event, ongoing, post-event, exit gates)
- **Fire Safety** (e.g. risk assessments, response, appliances, equipment, staff)
- **Medical Aid** (e.g. plans, response, ambulances, first aid, doctors)
- **Local Municipality** (e.g. numbers, attendance, normal and emergency role)
- **Anti-Terror** (e.g. threat levels, venue and vehicle searches, accreditations)
- **Spectators** (e.g. intelligence, controls, searching, ticketing, behaviour)
- **Crime Prevention** (e.g. cash handling, segregation, alcohol, installations)
- **Crime and Public Order** (e.g. policing, arrests and ejections, detention rooms)
- **VIPs and Hospitality** (e.g. close protection, special demands, hosts)
- **Press and Television** (e.g. rights holders, installations, trip hazards)
- **Revenue Protection** (e.g. ambush marketing, pirate merchandise)
- **Air Safety** (e.g. displays, permits)

The audit is a combination of interviews, documentary inspections and stadium and match visits. The audit results are detailed in a full report which benchmarks the findings against various international guidance documents and the best practice found in the UK and Europe.

## Professor Steve Frosdick

Steve Frosdick has been Director of IWI Associates Ltd since 1996. He is a consultant and scholar with an unconventional police, business and academic background. He is an expert in risk management, particularly safety and security at sports grounds. He has qualifications in programme and project management and is UK government security cleared to SC level. He is an active Christian and lives on the coast in Hampshire, UK.

He has two postgraduate degrees (MSc and PhD) and is a Fellow of the Higher Education Academy. He was a Founder Member of the UK Football Safety Officers' Association and is a Faculty Member of both IAAM (the International Association of Assembly Managers) Europe and ESSMA (the European Stadium and Safety Management Association). He is also a Member of the International Institute of Risk and Safety Management.

Steve's strategic risk management experience includes, strategic and change management, corporate governance, safety and security at sports grounds, events management, policing, information security, general business risk and benefits management. Clients have included various police and criminal justice organisations, public assembly facilities managers and their representative organisations, sporting bodies, conferences, universities and publishers.

He has been involved in academia since 1991 and has an international reputation. He has consulted for clients and taught at universities and conferences in the UK, US, Mauritius and throughout Europe. He has published four books and over 50 other papers. He is a frequent contributor to 'Stadium & Arena Management' magazine and is the editor of the UK football authorities' Training Package for Stewarding at Football Grounds. In 2007 he was appointed as a Visiting Professor at Birmingham City University. During 2008 he led the safety and security function for the inaugural season of the football-themed motor racing series, Superleague Formula.