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Security and resilience — Guidelines for hosting and organizing citywide or regional events

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Cities, regions and countries support the hosting of high-profile public events as a means of attracting national and international attention to opportunities for business, citywide or regional development, population growth and tourism.

Large events, such as national or international sporting championships, cultural or societal arrangements, conferences and exhibitions, or entertainment concerts, deliver significant direct and indirect economic benefits to the host city, region or country, when effectively arranged.

Commensurate with the opportunities for development and growth, the demands of hosting extensive events are accompanied by a range of financial, commercial and operational risks to the city, region or country, which need to be responsibly managed.

The nature of extensive and complex events is such that the overall level of risk of the city or region will be influenced prior to the event, during the event and post event. The level of risk to the city or region from existing hazards and threats can be affected by the event, conversely, the city or regions current level of risk can influence, either positively or negatively, the level of risk of the event activities.

Both the level of risk of the event and the level of risk of the host city, region or country, and their interdependency, will need assessments to determine that the most effective risk management strategies are implemented to execute a successful event.

This document has been developed as guidance for cities, regions and countries to manage large events and minimize the impact on public finance, support infrastructure and community services in hosting extensive events.

This document provides guidance to event hosts and organizers to identify, assess and evaluate identified hazards and threats that can impact upon an event, and taken into consideration prior to decisions being taken to host or organize an event, and how risks can be treated.

This document contains best practice initiatives for the delivery of safe, secure and sustainable events, and provide a systematic process and framework for collaboration between an event host and an event organizer in the preparation and realization of high-profile public events.

This document provides guidelines for any organization, public or private, responsible for hosting or organizing a citywide or regional event and can be used by any organization engaged in the preparation and realization of high-profile public events.

Security and resilience — Guidelines for hosting and organizing citywide or regional events

1 Scope

This document gives guidance on hosting and organizing citywide or regional events.

It provides principles applicable to any host and organizer of citywide or regional events.

This document will help hosts and organizers to plan and execute a safe, secure and sustainable event by:

— introducing a process for cooperation between the host and organizer;

— identifying and involving relevant interested parties;

— identifying the economic, environmental and societal impact caused by the event;

— establishing necessary measures to manage risks introduced by or affecting the event;

— establishing necessary measures to deliver the event;

— providing critical services to the public and to the event;

— providing interested parties and the public with information;

— providing future hosts and organizers of similar events with lessons identified;

— introducing an event legacy plan consistent with the long-term objectives for the city or region.

This document is general and strategic and does not include detailed descriptions or how to plan and execute specific tasks.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Security and resilience — Vocabulary*

ISO 31000, *Risk management*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300, ISO 31000 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
host
public entity or organization responsible to ensure that the *event* (3.5) is executed in surroundings sufficiently prepared for the event as planned and in compliance with current legislations, guidelines and agreements

3.2
hosting
official activities related to the *event* (3.5) performed by the *host* (3.1)

3.3
organizer
private or public entity or organization responsible to ensure that the *event* (3.5) is executed as planned and in compliance with current legislations, guidelines and agreements

3.4
organizing
activities related to the *event* (3.5) performed by the *organizer* (3.3)

3.5
event
planned gathering with respect to time and a place where an experience is created and/or a message is communicated

[SOURCE: ISO 20121:2012, 3.8]

3.6
citywide event
event (3.5) in one or several locations within a single jurisdiction which *impacts* (3.8) city infrastructure and citizens

3.7
regional event
event (3.5) in one or several locations throughout multiple jurisdictions which *impacts* (3.8) infrastructures and citizens

3.8
impact
positive or negative change to society, economy or the environment, wholly or partially resulting from past and present decisions and activities

Note 1 to entry: For the purpose of this document, the term "impact" refers to negative change and positive change is referred to as added value.

[SOURCE: ISO 20121:2012, 3.44, modified — Note 1 to entry has been added.]

3.9
event rights holder
legal entity either holding or authorized to use one or more intellectual property rights

[SOURCE: ISO 22300:2021, 3.214, modified — "event" has been added to the term.]

3.10
contingency
preparation for and handling of unwanted situations

Note 1 to entry: Unwanted situations in this context are situations where remedial actions are considered implemented or implemented

Note 2 to entry: Remedial actions relate to extraordinary response and do not include activities and actions which are part of a daily operational follow-up, e.g. daily non-conformance handling.

4 Responsible entities and key areas

4.1 General

There are two responsible entities in the preparation and realization of an event:

— the host;

— the organizer.

The host and the organizer should be mutually responsible to ensure the planning and execution of the event is in alignment with:

— human rights as determined by the United Nations;

— the United Nations Sustainable Development Goals;

— applicable working regulations;

— applicable anti-corruption regulations.

Both the host and the organizer should plan, document and communicate to the public how they ensure alignment with these fundamental regulations in all parts of the preparation to and realization of the event.

Only one public entity should be the responsible host.

When an event is hosted by several cities or regions, each city or region should appoint a responsible host.

The host should be responsible for all other public or private entities involved in the hosting of the event, and responsible towards any superior authorities who have interests involved in the event.

Only one entity should be the responsible organizer.

If the host city or region acts as both the host and the organizer, these roles should be separated and handled by two different entities in alignment with this document.

When an event is organized in several cities or regions, each city or region should have an official responsible organizer.

The organizer should be responsible for all its subcontractors and other entities involved in the organizing of the event, and responsible towards any superior private or public entity who has interests involved in the event.

EXAMPLE   Superior or public entities who have interests in the event can be event rights holders or national and/or international committees/federations/associations, etc.

The host and the organizer should be the responsible entities for all official mutual agreements regarding the event.

Any agreements with an event rights holder which identifies rights or responsibilities should be included in the official agreement between the host and the organizer.

Both the host and the organizer should consider the following key areas in accordance with this document, to ensure the preparation and realization of a safe, secure and sustainable event:

— administration and management (see 4.2);

— facilities and locations (see 4.3);

— critical infrastructure and communication (see 4.4);

— safety and security (see 4.5);

— information security and privacy management (see 4.6);

— business and service continuity (see 4.7);

— transportation and supply (see 4.8);

— information and support (see 4.9);

— marketing and promotion (see 4.10);

— environment and heritage sites (see 4.11);

— event legacy development (see 4.12);

— re-establishment and normalization (see 4.13);

— cost and funding (see 4.14).

The host and the organizer should within their responsibilities assess and manage all risks related to the key areas.

Both the host and the organizer should consider the key areas separately, to manage the influence on their own responsibilities, and together, to identify, coordinate and manage how they influence and depend on their mutual responsibilities.

4.2 Administration and management

The host and organizer should consider the key area "administration and management" in the preparation and realization phase of the event, see Table 1 for requirements.

Table 1 — Requirements for administration and management

Host	Organizer
For the host, administration and management, prior to, during and after the event, include:	For the organizer, administration and management, prior to, during and after the event, include:
a) establishing a robust and competent organization suitable to manage the host's responsibilities;	a) establishing a robust and competent organization suitable to manage the organizer's responsibilities;
b) ensuring necessary host interested parties involvement;	b) ensuring necessary organizer interested parties involvement;
c) activities to facilitate for the event;	c) activities to facilitate for the event;
d) activities to perform in compliance with the host's responsibilities;	d) activities to perform in compliance with the organizer's responsibilities;
e) host hospitality activities.	e) organizer hospitality activities.

4.3 Facilities and locations

The host and organizer should consider the key area "facilities and locations" in the preparation and realization phase of the event, see Table 2 for requirements.

Table 2 — Requirements for facilities and locations

Host	Organizer
For the host, facilities and locations, to be used prior to and during the event, include: a) existing or new facilities and locations; b) accommodation for human host resources; c) administrative facilities for the host organization.	For the organizer, facilities and locations, to be used prior to and during the event, include: a) existing or new venues and installations; b) existing or new public arenas; c) accommodation for participants, delegations, visitors, media officials and human event resources; d) administrative facilities for the organizer organization.

4.4 Critical infrastructure and communication

The host and organizer should consider the key area "critical infrastructure and communication" in the preparation and realization phase of the event, see Table 3 for requirements.

Table 3 — Requirements for critical infrastructure and communication

Host	Organizer
For the host, critical infrastructure and communication, prior to and during the event, include the impact on and use of: a) power and electricity; b) water and sanitation; c) roads and transport systems; d) communication networks and internet access; e) broadcasting and social media.	For the organizer, critical infrastructure and communication, to be used prior to and during the event, include: a) power and electricity; b) water and sanitation; c) roads and transport systems; d) communication networks and internet access; e) broadcasting and social media.

4.5 Safety and security

The host and organizer should consider the key area "safety and security" in the preparation and realization phase of the event, see Table 4 for requirements.

Table 4 — Requirements for safety and security

Host	Organizer
For the host, safety and security, to be present during the event, include: a) police services; b) ambulance services; c) fire and rescue services; d) interdisciplinary cooperation; e) emergency and crisis management.	For the organizer, safety and security, to be present prior to and during the event, include: a) crowd management services; b) first aid services; c) fire safety services; d) security services; e) emergency and crisis management.

4.6 Information security and privacy management

The host and organizer should consider the key area "information security and privacy management" in the preparation and realization phase of the event, see Table 5 for requirements.

Table 5 — Requirements for information security and privacy management

Host	Organizer
a) For the host, information security, prior to, during and after the event, includes the protection of confidentiality, integrity and availability of: — communication with the organizer and authorities involved; — internal communication regarding the event; — external communication regarding the event; — extra public services regarding the event; — technical and facility services used for the event. b) For the host, privacy management, prior to, during and after the event, includes the protection of personal data and acting compliant to taking into consideration legal and regulatory obligations regarding the privacy of: — host staff; — host's subcontractors' staff; — participants; — visitors to the event; — press; — social media.	a) For the organizer, information security, prior to, during and after the event, includes the protection of confidentiality, integrity and availability of: — communication with the host and authorities involved; — internal communication; — external communication; — event administration; — finances; — ticket and admission services; — payment and monetary services; — technical and facility services. b) For the organizer, privacy management, prior to, during and after the event, includes the protection of personal data and acting compliant to taking into consideration legal and regulatory obligations regarding the privacy of: — staff; — subcontractors' staff; — participants; — visitors to the event; — press; — social media.

4.7 Business and service continuity

The host and organizer should consider the key area "business and service continuity" in the preparation and realization phase of the event, see Table 6 for requirements.

Table 6 — Requirements for business and service continuity

Host	Organizer

For the host, business and service continuity, prior to and during the event, include the impact on and use of:
 	
a) commerce and financial services:
 	
   — retail and banking;
 	
   — construction and industry;
 	
b) law and order services:
 	
   — crime prevention and investigation;
 	
   — prosecution and detention;
 	
c) health services:
 	
   — hospitals and emergency wards;
 	
   — infectious diseases and hazardous substances;
 	
d) complementary public services:
 	
   — schools and kindergartens;
 	
   — elderly and home care services;
 	
   — social and special needs services;
 	
   — public transport services;
 	
   — other public services.
	For the organizer, business and service continuity, prior to and during the event, include:
	
	a) administrative and hospitality services;
	
	b) technical and facility services;
	
	c) ticket and admission services;
	
	d) payment and monetary services.

4.8 Transportation and supply

The host and organizer should consider the key area "transportation and supply" in the preparation and realization phase of the event, see Table 7 for requirements.

Table 7 — Requirements for transportation and supply

Host	Organizer
For the host, transport and supply, prior to and during the event include the impact on and use of: a) arranged transport of: — citizens and visitors; — host's human resources; b) arranged hospitality and supply of food and drinks to: — host's human resources c) public hygiene and waste management; d) logistics.	For the organizer, transportation and supply, prior to and during the event, include: a) arranged transport of: — participants and delegations; — spectators and media officials; — organizer's human resources; b) arranged hospitality and supply of food and drinks to: — participants and delegations; — spectators and media officials; — organizer's human resources; c) hygiene and waste management; d) logistics.

4.9 Information and support

The host and organizer should consider the key area "information and support" in the preparation and realization phase of the event, see Table 8 for requirements.

Table 8 — Requirements for information and support

Host	Organizer
For the host, information and support, to be provided prior to and during the event, include: a) official information to: — citizens and visitors; — host's human resources; b) official support solutions to: — citizens and visitors; — host's human resources.	For the organizer, information and support, to be provided prior to and during the event, include: a) official information to: — participants and delegations; — spectators and media officials; — organizer's human resources; b) official support solutions to: — participants and delegations; — spectators and media officials; — organizer's human resources.

4.10 Marketing and promotion

The host and organizer should consider the key area "marketing and promotion" in the preparation and realization phase of the event, see Table 9 for requirements.

Table 9 — Requirements for marketing and promotion

Host	Organizer
For the host, marketing and promotion, prior to and during the event, include:	For the organizer, marketing and promotion, prior to and during the event, include:
a) city or region marketing and promotion plans; b) the broad communication strategy to promote the event and attract local and foreign visitors and spectators; c) target audiences to activate for the success of the event.	a) estimates on the expected visitors and spectators attendance; b) reliable estimates on the potential revenues from sponsorship, ticketing and merchandising; c) the broad communication strategy to promote the event maximising visitors and spectators attendance; d) target audiences to activate for the success of the event.

4.11 Environment and heritage sites

The host and organizer should consider the key area "environment and heritage sites" in the preparation and realization phase of the event, see Table 10 for requirements.

Table 10 — Requirements for environment and heritage sites

Host	Organizer
For the host, environment and heritage sites, prior to and during the event, include the impact on:	For the organizer environment and heritage sites, prior to and during the event, include the use of:
a) nature and environment; b) heritage sites; c) the overall host carbon footprint.	a) environmentally friendly solutions; b) heritage sites friendly solutions; c) the overall organizer carbon footprint.

4.12 Event legacy development

The host and organizer should consider the key area "event legacy development" in the preparation and realization phase of the event, see Table 11 for requirements.

Table 11 — Requirements for event legacy development

Host	Organizer
For the host, event legacy development, prior to, during and after the event, include:	For the organizer, event legacy development, prior to and during the event, include:
a) tangible event legacy plans for the post-event re-use of the hosting venues and facilities; b) intangible event legacy plans (economic, social, environmental, others); c) event legacy governance; d) event legacy costs for the host city or region and funding strategies; e) alignment with the city or region long-term development plans.	a) plans to incorporate event legacy requirements in the design and organization of the event; b) post-event reconversion plan for the venues and facilities.

4.13 Re-establishment and normalization

The host and organizer should consider the key area "re-establishment and normalization" in the preparation and realization phase of the event, see Table 12 for requirements.

Table 12 — Requirements for re-establishment and normalization

Host	Organizer
For the host, re-establishment and normalization, after the event, include:	For the organizer, re-establishment and normalization, after the event, include:
a) disassembly of temporary host measures and installations;	a) disassembly of temporary organizer measures and installations;
b) re-establishing ordinary solutions;	b) re-establishing ordinary solutions;
c) preservation and use of permanent facilities and installations;	c) demobilisation of the temporary organizer organization;
d) demobilisation of temporary host resources;	d) evaluation, reporting and knowledge sharing.
e) evaluation, reporting and knowledge sharing.	

4.14 Cost and funding

The host and organizer should consider the key area "cost and funding" in the preparation and realization phase of the event, see Table 13 for requirements.

Table 13 — Requirements for control of cost and funding

Host	Organizer
For the host, cost and funding, prior to and post the decision to host the event, include:	For the organizer, cost and funding, prior to and post the decision to arrange the event, include:
a) reliable cost estimates related to the event;	a) reliable cost estimates related to the event;
b) reliable income and added value estimates related to the event;	b) reliable income and added value estimates related to the event;
c) accountable budgets for the event;	c) accountable budgets for the event;
d) necessary funding for the event;	d) necessary funding for the event;
e) necessary insurances for the event.	e) necessary insurances for the event.

5 Hosting and organizing process

5.1 General

Cities and regions are advised to establish procedures to ensure early identification and systematic processing of event initiatives.

The procedures should ensure:

— a transparent and appropriate official involvement and endorsement of any private or public initiative to host and/or organize a citywide or regional event;

— that the city or region implements a structured and systematic process when considering hosting an identified event initiative.

The hosting and organizing process, hereafter referred to as the "process", consists of the following stages:

— identification (see 5.2);

— pre-study (see 5.3);

— decision (see 5.4);

— planning (see 5.5);

— execution (see Clause 6);

— evaluation (see Clause 7).

The transition from one stage to the next should be agreed as a formal documented acceptance by both the host and the organizer.

The documented acceptance should specify:

— the host entity and the organizer entity for the next stage;

— the responsibilities for the host and the organizer within the key areas;

— a stage-specific progress-plan with expected deliverables.

Both the host and the organizer should separately consider all key areas as described in this document in all the stages of the process.

The exclusion of further consideration of one or several key areas, partially or totally, in any stage of the process, should be a documented decision.

The host and the organizer should in all stages of the process:

— coordinate their efforts to ensure coherence in their measures and solutions;

— perform regular coordinating meetings to share relevant information and documentation;

— cooperate to ensure coherent and necessary information to the public and encourage any public debate regarding the event;

— document lessons identified for future events;
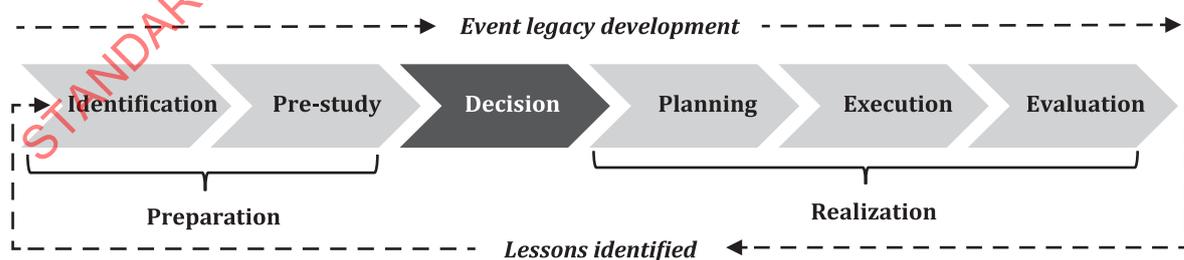
— develop a desired post-event legacy.

Figure 1 — Event hosting and organizing process

The stages prior to the decision stage should be referred to as the "preparation phase" and the stages after the decision stage should be referred to as the "realization phase".

The decision stage is when the city or region officially applies for and/or agrees to be the host of the event.

Both the preparation phase and the realization phase are equally important and are dependent on each other in order to ensure a safe, secure and sustainable event.

5.2 Identification

5.2.1 General

The identification stage starts when the city or region has identified a citywide or regional event initiative which the city or region considers endorsing.

In the identification stage, the city or region should identify and document necessary information as basis for further initiative endorsement.

If the city or region identifies an event initiative which the city or region will not endorse, the city or region should ensure that the initiative is not pursued any further by officially declining further public endorsement of the event initiative.

The identification stage should identify and document the following information regarding the event:

— host and organizer entities;

— content and extent;

— requirements and specifications;

— experiences and lessons identified;

— applications and permissions;

— responsibilities and necessities;

— interested parties and partners;

— decision criteria.

5.2.2 Host and organizer entities

The city or region should appoint the official hosting responsibility for the event, temporary or permanently, to a public function and/or entity acting as the host.

The host should appoint the official organizing responsibility for the event, temporary or permanently, to a public or private function and/or entity acting as the organizer, if one is not already established by the event initiators.

The host and the organizer should document an initial agreement which:

— distributes the identification activities between them in accordance with this document;

— distributes the initial cost at the start of the process;

— includes a timeline with deadlines which ensures necessary and responsible progress in the process in accordance with this document.

The host should withdraw the public endorsement of the event if the timeline is considered unrealistic to comply with.

5.2.3 Event content and extent

The organizer should provide a preliminary description of the event which at least consists of:

— the planned dates for the event;

— the expected content and extent of the event;

— the initial ideas for the execution stage;

— the expected facility and venue requirements;

— the expected dependency the event will have on the key areas;

— the initial estimates of the added value the event will bring to the city or region;

— an initial plan for the funding of the event.

5.2.4 Requirements and specifications

The host and the organizer should identify existing requirements and specifications for the event relevant for their respective responsibilities, see Table 14 for requirements.

Table 14 — Requirements and specifications for hosting and organizing events

Host	Organizer
For the host, requirements, for events in general, should include:	For the organizer, requirements, for the specific event, should include:
a) legislation and regulations;	a) official guidelines;
b) official guidelines;	b) official documentation;
c) official expectations.	c) official expectations.
NOTE 1 Guidelines can be provided by event rights holders.	
NOTE 2 Official expectations can include required levels of service and hospitality.	

5.2.5 Experiences and lessons identified

The host and the organizer should identify experiences and lessons identified from previous events, see Table 15 for requirements.

Table 15 — Requirements for identifying experiences and lessons identified

Host	Organizer
For the host, experiences and lessons identified, from the hosts of previous events and/or comparable events, should include:	For the organizer, experiences and lessons identified, from the organizers of previous events and/or comparable events, should include:
a) official evaluation reports;	a) official evaluation reports;
b) unofficial documentation on lessons identified;	b) unofficial documentations on lessons identified;
c) registrations of unwanted incidents and/or accidents.	c) registrations of unwanted incidents and/or accidents.
NOTE Evaluation reports can be provided by former organizers, hosts and/or event rights holders.	

5.2.6 Applications and permissions

The host and the organizer should provide each other with information on necessary applications to submit and permissions to receive in relation to the event, see Table 16 for requirements.

Table 16 — Requirements for identification of applications and permissions

Host	Organizer
The host should identify applications and permissions, and corresponding deadlines, necessary to arrange and/or host events in general.	The organizer should identify applications and permissions, and corresponding deadlines, necessary to arrange and/or host the specific event.

5.2.7 Responsibilities and necessities

The host and the organizer should identify responsibilities and necessities relevant for the event.

For both the host and the organizer, responsibilities, between the host and the organizer, should at least include:

— clarification and allocation of roles and responsibility;

— clarification and allocation of tasks and activities;

— mutual understanding of expectations and compliance;

— mutual understanding on the host's regulatory authority.

The host and the organizer should document the allocation and mutual understanding in the initial agreement.

For both the host and the organizer, necessities, to perform in accordance with the initial agreement, should include:

— a sufficient temporary organization;

— necessary authorities;

— necessary capabilities.

Both the host and the organizer should establish a temporary organization which consists of functions with the competence and capacity to manage their responsibilities, see Table 17 for requirements.

Table 17 — Requirements for the host's and the organizer's temporary organizations

Host	Organizer
The host should at least establish a temporary organization, which consists of functions with the competence and capacity to manage:	The organizer should as at least establish a temporary organization which consists of functions with the competence and capacity to manage:
— governance;	— governance;
— finance;	— finance;
— legal;	— legal;
— auditing;	— event operations;
— business and service continuity;	— human resources;
— societal and public safety;	— health, safety, security, environment and quality;
— communication;	— communication;
— event legacy development.	— commercial aspects.

Table 17 *(continued)*

Host	Organizer
NOTE 1 The host can manage both the host's and the organizer's responsibilities in the preparation phase of the process. NOTE 2 For the host, business and service continuity will include city operations.	NOTE 1 For the organizer, event operations will include venue design and construction. NOTE 2 For the organizer, commercial aspects will include sponsorship, marketing, ticketing, etc.

The host and the organizer should adjust their organization in accordance with the development of the preparation phase and realization phase of the event.

5.2.8   Interested parties and partners

The host and the organizer should make arrangements with necessary interested parties and partners to be able to host and organize a safe, secure and sustainable event.

Interested parties and partners include functions, entities and/or organizations necessary to engage and involve in all stages of the process.

Both the host and the organizer should identify, engage and manage interested parties in accordance with ISO 20121:2012, see Table 18 for requirements.

Table 18 — Requirements for identification of interested parties and partners

Host	Organizer
For the host, key interested parties and partners can be, but are not necessarily limited to: — the organizer; — national and/or international event rights holders; — local, regional and national authorities; — police department and resources supporting the police services; — health department and resources supporting the health services; — fire and rescue department and resources supporting the fire and rescue services; — critical infrastructure providers; — critical services providers; — media and citizens; — citizens movements; — staff and volunteers; — sponsors.	For the organizer, key interested parties and partners can be, but are not necessarily limited to: — the host; — national and/or international event rights holders; — participants and delegations; — spectators and audience; — subcontractors; — media and citizens; — citizens movements; — staff and volunteers; — sponsors.

5.2.9   Decision criteria

The host and the organizer should identify decision criteria relevant for the decision whether to host and/or organize the event in the decision stage.

The criteria should be defined and documented prior to the pre-study stage to ensure that the criteria are not adjusted accordingly with the findings in the preliminary assessments, see Table 19 for relevant decision criteria.

Table 19 — Requirements for decision criteria for the host and the organizer

Host	Organizer
For the host relevant criteria should be:	For the organizer relevant criteria for should be:
a) acceptable societal impact level	a) acceptable level of risk
The host should provide a description of the acceptable societal impacts for all relevant key areas, which defines the acceptable impact level from the event.	The organizer should provide a description of the general acceptable level of risk for the event.
The acceptable societal impact level should ensure citizens and visitors have efficient and continual access to critical infrastructure and critical services prior to, during and after the event.	The acceptable level of risk for the event should correspond to the existing prevailing acceptable level of risk for the specific event and/or comparable events.
A description of the acceptable societal impact level should define expectations for the comprehensiveness of the continuity management needed for a safe and secure event.	A description of the acceptable level of risk for the event should define expectations for the comprehensiveness of the risk management needed for a safe and secure event.
The description should be regarded as necessary for providing preliminary plans and corresponding preliminary cost assessments.	The description should be regarded as necessary for providing preliminary plans and corresponding preliminary cost assessments.
b) acceptable societal level of risk	b) acceptable cost level
The host should provide a description of the acceptable societal level of risk related to hosting the event for all relevant key general areas.	The organizer should provide an estimate on the acceptable costs not to be exceeded in order to support a decision to arrange the event.
The acceptable societal level of risk should correspond to the existing societal level of risk in the city or the region during normal operations.	The acceptable cost level should correspond to what the organizer is willing and able to spend of the ordinary budget to fund the event.
A description of the acceptable societal level of risk should define expectations for the comprehensiveness of the risk management needed for a safe and secure event.	c) necessary income level
	The organizer should provide an estimate on the necessary income which is expected from the event.
The description should be regarded as necessary for providing initial general plans and corresponding cost estimates.	The necessary income should correspond to the income necessary to support a decision to arrange the event.
c) necessary added value level	d) acceptable funding risk
The host should provide an estimate on the necessary added value level which is expected from the event in the city or region.	The organizer should define the acceptable risk regarding the funding of the event.
The necessary added value level should be presented financially and should correspond to the value necessary to support a decision to host a sustainable event.	The acceptable level of funding risk should correspond to the acceptable economic loss the organizer is willing and able to take if the funding fails.
d) acceptable costs	
The host should provide an estimate on the acceptable costs not to be exceeded in order to support a decision to host the event.	
The acceptable costs should correspond to what the host is willing and able to spend of the ordinary budgets to fund a sustainable event.	

Table 19 *(continued)*

Host	Organizer
e) acceptable funding risk The host should define the acceptable risk regarding the funding of the event. The acceptable level of funding risk should correspond to the acceptable economic loss the city or region is willing and able to take if the funding fails.	

5.3 Pre-study

5.3.1 General

The pre-study stage starts when the necessary identification has been conducted and documented, and in due time prior to the deadline for the decision whether to host and organize the event.

In the pre-study stage, the host and the organizer should provide necessary preliminary documentation and preliminary cost assessments to support the decision whether to apply for or to host and organize the event.

Both the host and the organizer should ensure the involvement of necessary interested parties and interdisciplinary competence in the preparation of the documentation and the corresponding cost assessments, in order to establish a sufficient basis for the decision stage.

5.3.2 Event description

The organizer should provide a detailed event description and a preliminary plan for the realization phase in accordance with the preliminary description of the event and the defined decision criteria.

A detailed event description and preliminary plan for the event should be regarded as necessary to provide preliminary assessments and plans with corresponding cost estimates for the key areas.

The detailed event description should at least consist of:

— fixed dates for the event, including a build-up and a tear-down time frame;

— planned content and extent of the event;

— a preliminary plan for the execution stage;

— a preliminary plan for the requirements of all facilities and venues;

— a preliminary plan for handling the impact from the event on key areas;

— a preliminary plan for utilizing the added value of the event;

— an initial budget for funding the event;

— an alignment with the citywide or regional long-term development plans;

— a preliminary post-event legacy plan.

5.3.3 Event agreement

Based on the initial agreement, the host and the organizer should document a detailed mutual agreement which specifically allocates:

— roles and responsibility;

— tasks and activities;

— cost distribution.

The host and the organizer should establish a mutual understanding of the following for all coming stages of the process:

— planning activities, milestones and deadlines;

— expectations and compliance;

— the host's regulatory authority;

— the event postponement or cancellation authority;

— management of change;

— third-party involvement for conflict resolution.

The mutual understanding of expectations and compliance should describe the agreed and/or expected quality and/or quantity of any activity, service or resource to be performed and/or provided by the organizer and/or the host.

The mutual understanding of the host's regulatory authority should describe how the host can ensure that the organizer manages the event in accordance with the expectations of the host and in satisfaction of the event agreement, and should include:

— key specifications of the rights, responsibilities and obligations of the organizer in the performance of the event agreement and the specific deliverables required;

— mutual established milestones and quality performance indicators and reporting requirements against which the organizers compliance with the key specifications can be evaluated;

— specifications of the time frame in which the organizer shall correct the non-compliance issue when non-compliance with quality performance indicators is identified;

— specifications on how failure to remedy non-compliance issues within a specified time can result in penalties, costs or legal recourse being awarded against the organizer or, under certain mutual agreed circumstances, termination of the event agreement.

The mutual understanding of the event postponement or cancellation authority should describe which entities that have the authority to decide that the event and/or its preparations should be postponed, stopped and/or terminated, how and when it may be used, and any related penalties for the host or the organizer.

The mutual understanding of management of change should consist of changes in milestones, deadlines, tasks and activities, roles and responsibilities, functions and organization, understanding of compliance, costs and cost distribution.

The detailed mutual agreement should allocate roles and responsibilities and tasks and activities, with the corresponding cost distribution, in accordance with this document.

A detailed mutual agreement should be regarded as necessary to minimize potential disputes and disagreements in the coming stages of the process and to enable preliminary event management plans.

5.3.4 Preliminary management plans

The host and the organizer should provide preliminary management plans within their respective responsibilities, see Table 20 for requirements, and should implement a management system. The following documents can be considered for use: ISO 9001, ISO 20121 and ISO 21502.

Table 20 — Requirements for preliminary management plans

Host	Organizer
The preliminary host management plan should at least:	The preliminary organizer management plan should at least:
a) describe how the temporary host organization plan their work in accordance with the detailed mutual agreement;	a) describe how the temporary organizer organization plan their work in accordance with the detailed mutual agreement;
b) include a description of the organizational resources and facilities needed by the host and their key interested parties;	b) include a description of the organizational resources and facilities needed by the host and their key interested parties;
c) include a corresponding cost estimate and a cost distribution plan between the host and their key interested parties.	c) include a corresponding cost estimate and a cost distribution plan between the organizer and their key interested parties.

The host and the organizer should share their preliminary management plans with each other to ensure coherence in their mutual effort and the planned involvement of each other's resources in the coming stages of the process.

5.3.5 Assessment of requirements

The organizer should provide a preliminary assessment of requirements on the key areas necessary for the event, in particular:

— facilities and locations;

— critical infrastructure and communication;

— business and service continuity;

— transportation and supply,

The preliminary assessment of requirements for and/or in conjunction with the event should include:

— the use of existing venues and installations;

— the need of renovation or adjustments to existing venues and installations;

— the need of constructing new venues and installations;

— the use of existing infrastructure and public services;

— the need of renovation or adjustments to existing infrastructure and public services;

— the need of constructing new infrastructure and public services,

The organizer should provide a preliminary plan based on the assessment of requirements, which includes:

— time estimates, milestones and deadlines to ensure accessibility in due time;

— cost estimates in relation to the assessment and the realization of the plan.

5.3.6 Capability assessment

The host should provide a preliminary capability assessment of how the event will impact the society based on the:

— detailed event description;

— previous experiences and lessons identified;

— defined decision criteria;

— preliminary assessment of requirements.

The preliminary capability assessment should address the key areas, in particular:

— critical infrastructure and communication;

— business and service continuity;

— transportation and supply;

— environment and heritage sites.

The host should, based on the preliminary capability assessment, provide a preliminary feasibility plan, for both the host and the organizer to comply with the acceptable societal impacts, which includes necessary measures to ensure:

— capacity;

— redundancy;

— contingency;

— interdisciplinary cooperation.

The host should provide cost estimates on necessary mitigating measures for the city or region related to the event.

5.3.7 Preliminary risk assessments

The host and the organizer should provide preliminary risk assessments for the event, see Table 21 for requirements.

Table 21 — Requirements for preliminary risk assessments

Host	Organizer
The host should provide the following:	The organizer should provide the following:
a) a preliminary risk assessment of the events impact on the society based on:	a) a preliminary particular risk assessment of the event based on:
— the detailed event description;	— the detailed event description;
— previous experiences and lessons identified;	— previous experiences and lessons identified;
— defined criteria;	— defined criteria;
— known or not excluded additional societal risks caused by the event.	— known or not excluded risks for the event caused by the host city or region.
The preliminary risk assessment should address the key areas, in particular:	The preliminary particular risk assessment should address the key areas, in particular:
— safety and security, including public crowd management;	— safety and security, including event crowd management;
— information security and privacy management.	— information security and privacy management.

Table 21 *(continued)*

Host	Organizer
The preliminary risk assessment should at least include an assessment of unwanted events, such as:	The preliminary particular risk assessment should at least include an assessment of unwanted events, such as:
— accidental incidents;	— accidental incidents;
— intentional incidents or actions;	— intentional incidents or actions;
— health threats;	— health threats;
— dangerous public crowd behaviour;	— dangerous event crowd behaviour;
— environmental or weather events.	— environmental or weather events.
b) a preliminary risk mitigating plan based on the preliminary risk assessment, which include measures to:	b) a preliminary particular risk mitigating plan based on the preliminary particular risk assessment, which includes measures to:
— neutralize or minimize the additional risk on the society caused by the event;	— neutralize or minimize the risks identified in the particular risk assessment;
— comply with the defined acceptable societal level of risk.	— prepare for the residual risk in the event;
	— prepare for the particular identified risks;
	— comply with the defined acceptable level of risk.
c) a preliminary security and emergency management capability assessment based on the preliminary risk assessments, which:	c) a preliminary particular emergency management capability assessment based on the preliminary particular risk assessments, which:
— defines the necessary quality and quantity of the emergency capabilities;	— defines the necessary quality and quantity of the emergency capabilities;
— identifies the emergency recourses of different disciplines;	— identifiers the emergency resources of different disciplines;
— defines the necessary quality and quantity of the public crowd management capabilities;	— defines the necessary quality and quantity of the event crowd management capabilities;
— defines the necessary quality and quantity of the security management capabilities;	— defines the necessary quality and quantity of the security management capabilities;
— identifies the necessary interdisciplinary cooperation.	— identifies the necessary emergency and security cooperation between the host and the organizer.
d) a preliminary security and emergency plan based on the preliminary emergency management capability assessment, which documents the necessary:	d) a preliminary particular security and emergency plan based on the general emergency management capability assessments, which documents the necessary:
— qualities and quantities of the host's resources;	— qualities and quantities of the organizer's resources;
— execution of the emergency response;	— execution of the emergency response;
— execution of security actions;	— execution of security actions;
— interdisciplinary cooperation;	— emergency and security cooperation between the host and the organizer;
— training and exercises.	— training and exercises.
e) a preliminary information security and privacy assessment, with a corresponding preliminary information and privacy management plan.	e) a preliminary particular information security and privacy assessment, with a corresponding preliminary particular information and privacy management plan.

Table 21 *(continued)*

Host	Organizer
f) a preliminary public crowd management plan based on both the preliminary risk assessment and the preliminary security management capability assessment.	f) a preliminary particular event crowd management plan based on both the preliminary particular risk assessment and the preliminary particular security management capability assessment.
The host should provide preliminary cost estimates for the city or region related to the event on necessary measures for:	The organizer should provide preliminary cost estimates related to the event on necessary measures for:
— risk mitigating;	— risk mitigating;
— security and emergency preparedness;	— security and emergency preparedness;
— information security and privacy management;	— information security and privacy management;
— public crowd management.	— event crowd management.

Both the host and the organizer should consider conducting:

— business continuity management in accordance with ISO 22301;

— risk management in accordance with ISO 31000;

— risk assessments in accordance with IEC 31010;

— emergency capability assessments in accordance with ISO 22325;

— information security in accordance with ISO/IEC 27001.

The host and the organizer should consider the need to assess any possible reputational risk in a separate assessment.

5.3.8 Assessment of information activities

The host and the organizer should assess how to keep interested parties informed and supplied.

The assessments of both the host and the organizer should include a preliminary assessment of:

a) interested parties with a corresponding preliminary engagement plan;

b) information requirements with a corresponding preliminary information plan;

c) marketing and promotion with a corresponding preliminary marketing and promotion plan;

d) support requirements with a corresponding preliminary support plan.

The host and the organizer should provide preliminary cost estimates related to information and support within their responsibilities.

5.3.9 Assessment of dissolutions activities

The host and the organizer should assess how to return to normal operations in the city after the event with regards to all key general areas.

The assessment of both the host and the organizer should include:

a) a preliminary re-establishment and normalization requirements assessment;

b) a preliminary re-establishment and normalization plan.

The host and the organizer should provide preliminary cost estimates related to re-establishment and normalization within their responsibilities.

5.3.10 Assessment of added value

The host and the organizer should provide a preliminary assessment of the benefit the city or region will have from hosting and organizing the event.

The preliminary assessments of the added value that the event is expected to bring to the city or region should address:

— the direct income;

— the indirect and induced value;

— the event legacy.

The host and the organizer should provide added value estimates presented financially.

5.3.11 Assessment of financial impact

The host and the organizer should ensure a mutual understanding of the responsibility for all measures and activities identified in the pre-study stage assessments and corresponding plans as basis for financial estimates.

Both the host and the organizer should provide financial estimates for their respective responsibilities.

Both the host and the organizer are advised to separate their financial estimates in a budget required to design and construct venues and facilities (CAPEX) and a budget required for staging the event (OPEX), see Table 22 for requirements.

Table 22 — Requirements for financial estimates

Host	Organizer
The host should provide a financial estimate which consists of:	The organizer should provide a financial estimate which consists of:
a) direct cost and income for the host:	a) direct cost and income for the organizer:
— a total cost estimate based on the preliminary cost estimates from the assessments;	— a total cost estimate based on the preliminary particular cost estimates from the assessments;
— a total income estimates of expected direct income from the event.	— a total income estimates of expected direct income from the event.
b) added value for the city or region:	b) funding plan:
— an estimate of expected indirect, direct, and induced value from the event.	— a plan for the funding of the event;
c) funding plan:	— a funding distribution plan between relevant interested parties.
— a plan for the funding of the event;	
— a funding distribution plan between relevant public interested parties.	

Table 22 *(continued)*

Host		Organizer	
d) financial assessment:		c) financial assessment:	
— an assessment of:		— an assessment of the:	
	— the total expected cost and income;		— total expected cost;
	— the total expected added value;		— total expected income;
	— the funding risk;		— funding risk.
— in accordance with the identified:		— in accordance with the identified:	
	— acceptable costs;		— acceptable cost level;
	— necessary added value;		— necessary income level;
— acceptable funding risk.		— acceptable funding risk.	

5.3.12 Endorsement of interested parties

The host and the organizer should ensure and document interested parties endorsement from their respective key interested parties, on:

a) the requirements for:

— facilities;

— infrastructure;

— services;

— resources;

— legislation and regulations;

— tax exemption;

— exclusive rights protection;

— privacy rights.

b) the distribution of:

— activities;

— cost and funding.

5.4 Decision

5.4.1 General

The decision stage should start when the documentation is complete and provided, and in due time prior to the deadline for the decision whether to host and organize the event.

The host and the organizer should:

— ensure necessary decisions from the correct decision-making authorities on whether to apply for or to host and organize the event;

— ensure a valid and transparent decision-making process.

5.4.2 Decision-making authority

The host and the organizer should identify the correct decision-making authorities, see Table 23 for requirements.

Table 23 — Requirements for identifying decision-making authorities

Host	Organizer
For the host, the correct decision-making authority can be one or several:	For the organizer, the correct decision-making authority can be one or several:
— national authorities;	— international and/or national event right owners;
— regional authorities;	— national, regional and/or local organizations;
— local authorities.	— managing director and/or board.

5.4.3 Decision-making documentation

The host and the organizer should provide the necessary documentation required by the authorities for decision-making, including:

— the event description and agreements;

— management plans;

— assessments and corresponding plans;

— financial estimates and the corresponding funding plans;

— post-event legacy plans;

— endorsements by interested parties;

— recommendations on decisions based on the defined decision criteria.

5.4.4 Documentation of decision

The decision-making authority for the host should indisputably decide whether to host the event.

The decision-making authority for the organizer should indisputably decide whether to organize the event.

Both the respective decision-making authorities should:

— justify and document their decision based on an assessment of the documentation and the corresponding decision criteria;

— explain and document any decision which conflicts with the decision criteria and/or recommendations.

If the city or region and/or the organizer decides not to host and/or organize the event, the host should ensure that the event is not pursued further by officially withdrawing the public endorsement of the event initiative.

5.4.5 Funding and insurances

Both the host's and the organizer's decision-making authority should grant the necessary funding in accordance with the funding plans and should ensure the necessary insurances.

5.4.6   Allocated responsibilities

Both the host's and the organizer's decision-making authority should allocate the hosting and the organizing responsibilities, respectively, to a function or entity.

The host and/or the organizer should ensure the necessary continuation of authority, knowledge and competence if the host and/or the organizer in the realization phase is different from the one in the preparation phase.

5.4.7   Applications and permissions

The host and the organizer should in due time within their respective responsibilities:

— provide and consign necessary applications;

— provide necessary permissions.

5.4.8   Information and requests

The host and the organizer should within their respective responsibilities:

— inform interested parties about the decision to host and/or to organize the event;

— provide a request of support to involved interested parties.

The request of support should be in accordance with:

— the preliminary assessments and plans;

— the preliminary cost and funding estimates.

5.5   Planning

5.5.1   General

The planning stage should start when the necessary decisions have been conducted and documented, and in due time to prepare responsibly for the event.

The host and the organizer should ensure that the detailed event agreement is applicable for the realization phase or revise it accordingly.

The host and the organizer should ensure the necessary involvement of interested parties and interdisciplinary competence in the planning stage to ensure:

— optimization of the quality of and commitment to the realization phase;

— a best possible basis for the execution stage.

5.5.2   Management plans

Both the host and the organizer should establish an organization to ensure fulfilment of their obligations in relation to the event in the realization phase, see Table 24 for requirements.

Table 24 — Requirements for the hosts and the organizers organizations

Host	Organizer
The host should at least establish an organization which consists of functions with the competence and capacity to sufficiently manage: — governance; — finance; — legal; — auditing; — business and service continuity; — societal and public safety; — communication; — legacy management.	The organizer should at least establish an organization which consists of functions with the competence and capacity to sufficiently manage: — governance; — finance; — legal; — event operations; — human event resources; — health, safety, security, environment and quality; — communication; — commercial aspects.
NOTE 1 The host can manage both the host's and the organizer's responsibilities in the realization phase of the process. NOTE 2 For the host, business and service continuity will include city operations.	NOTE 3 For the organizer, event operations will include venue design and construction. NOTE 4 For the organizer, commercial aspects will include sponsorship, marketing, ticketing, etc.

The host and the organizer should adjust their organization in accordance with the development of the realization phase.

Both the host and the organizer should provide detailed management plans within their respective responsibilities, based on the preliminary management plans, see Table 25 for requirements, and in accordance with ISO 9001, ISO 20121 and ISO 21502.

Table 25 — Requirements for detailed management plans

Host	Organizer
The host's detailed management plan should at least describe how the host plans and manages its activities in accordance with: — the event agreement with corresponding deadlines; — the event description and the corresponding preliminary management plan; — specifications in the event award documentation, if applicable; — preconditions and determinations from decision-making authorities; — financial estimates and granted funding; — laws and regulations.	The organizer's detailed management plan should at least describe how the organizer plan and manages its activities in accordance with: — the event agreement with corresponding deadlines; — the event description and the corresponding preliminary management plan; — specification in the event award documentation, if applicable; — preconditions and determination from decision-making authorities; — financial estimates and granted funding; — laws and regulations.

The host and the organizer should share their detailed management plans with each other to ensure coherence in their mutual effort and the planned involvement of each other's resources.