FIFA WORLD CUP 2026™

A Pragmatic Security Guide for Hospitality, Transport, Recreation, and Venue Operators

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1. Introduction & Context

In 2026, the **FIFA World Cup** is expected to be **the largest sporting event ever staged in North America**. From 11 June to 19 July, 104 matches will be played in 16 host cities across the **United States, Canada and Mexico**, and are projected to drive **unprecedented international demand** for local hotels, restaurants, bars, transport providers and event venues.

Unlike most U.S. leagues, the World Cup advances in discrete phases: group stage → knock-outs → quarter-finals → semi-finals → final. Crowd size in any single city peaks during the group stage, then declines sharply once

teams are eliminated and supporters travel on. Owners should therefore flex staffing, inventory and transport capacity week-by-week instead of

locking resources at full tilt for the entire tournament.

2. Guide Purpose

This document condenses proven tactics from previous major-events into a **functional playbook** any general manager can tailor to:

- Hotels & short-stay lodging
- Ground-transport fleets (sedans, SUVs, buses)
- Food-and-beverage outlets (bars, cafés, restaurants)
- Entertainment venues and auxiliary fan-zones

3. Core Objective

It is paramount to establish a clear hierarchy of values to guide the decision-making process. In

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this framework, protection of life stands as the absolute priority, followed by safeguarding the organization's image and the latest protection of property, while consistently nurturing a positive guest experience whenever conditions allow. When these values are explicit and shared, teams can act with confidence and speed under pressure, knowing that every decision - from minor adjustments to major interventions - is aligned with the core objective.

In short:

Hierarchy of Values for Critical Decisions
Guiding Principles for High-Stakes Situations

1. **Protect Life**
   Prioritize human safety above all

2. **Prevent Further Injury**
   Mitigate harm and ensure well-being

3. **Protect the Organization's Image**
   Prioritize human safety above all

4. **Protect Property & Assets**
   Minimize material loss

Positive Guest Experience
(whenever conditions allow)

Strive for satisfaction without compromising core values

The chapters that follow translate these goals into plain actions - staff training, access control, crowd management, incident response and post-event recovery - aligned with the unique ebb and flow of a World Cup summer.

2. Understanding FIFA Fan Culture vs. U.S. Sports Fans

Understanding fan culture early helps set realistic expectations about how crowds will move, celebrate, and sometimes misbehave, so operations are tailored to real behavior rather than assumptions.

Why Soccer Crowds Differ

- **Tribal Identity & Travel**: Soccer supporters follow their national teams across borders, forming large roving groups. NFL/NBA fans generally stay local. Expect pockets of rival supporters sharing the same districts.

- **Chants, Pyro & Banners:** Visual displays such as flags and tifos are common in football culture. Pyrotechnics may also appear, although they are often prohibited or unlawful. Clarify venue policies on flags, flares, banners and drums at the entrance.

- **Alcohol Patterns:** Day long "fan marches" begin early; consumption peaks before kickoff. U.S. leagues stagger sales, whereas FIFA matches often allow beer only in controlled zones. Plan for off-site pre-game crowds.

- **Match Day Volatility**: A single controversial referee call can spark collective agitation; overtime can stretch crowd egress well beyond schedule. Build buffer time into transport and staffing rosters.

- **Why Opponent Matters:** The mood in the host city shifts with specific rivalries (e.g., England vs. France, Brazil vs. Argentina). Monitor the tournament bracket and update staffing levels, language capabilities and liaison contacts accordingly.

3. Governance & Policy

a) Command Structure

The backbone of effective risk control is a clearly defined command structure where events are concerned.

Before the first guest checks in, designate for example an **Event Duty Manager** with full decision authority; set up a three-tier line of escalation comprising operations supervisors, security lead, and executive owner.

Map each **critical task** (access control, crowd monitoring, medical response, media liaison) to a single accountable role and publish the command structure to every employee and contractor. By the time a stadium crowd is surging back into the district or a fan dispute breaks out in the lobby, it should already be clear who makes decisions, who executes actions on the ground, and who liaises with public-safety partners—minimizing confusion, duplication, and delays. It is paramount to strengthen overall readiness and ensure consistent, aligned responses across all stakeholders through a clear security leadership structure and a unified communication framework. The objective is to accelerate decision-making during incidents, reduce operational friction, and ensure that critical information is shared in real time across all front-line functions.

b) Risk Review Cycle

This section outlines a simple, repeatable operating rhythm that keeps matchday execution aligned with current risk conditions. By linking pre-match intelligence, a final readiness huddle, an immediate post-

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match debriefs, and a next-day risk meeting, the team maintains a continuous feedback loop—capturing lessons learned, updating the risk register, and refining controls before the next fixture.

c) Vendor & Third-Party Alignment

- **Embed security clauses** in contracts (bag-check authority, service interruption triggers).

- **Transport partners:** Provide driver license validity + past-year accident record and certify vehicles inspected within the last 6 months.

- **Security contractors:** Supply guard vetting evidence (criminal record check, training certificates).

- **High-risk temporary staff** (cash handling, crowd control, pyrotechnics): request reference check or sworn declaration.

- **Low-risk vendors** (linen, food supplies): agree secure delivery times and load-dock access; no background check needed.

d) Perimeter & Access Control

Hotels: Direct all arrivals through one manned entrance; badge tournament staff separately. Maintain accurate and easily retrievable records of overnight guests and group bookings (rooming lists, primary contact, arrival/departure dates and, where permitted, verified ID), in line with local guest-registration and privacy laws. This supports accountability during incidents and cooperation with lawful requests from public-safety authorities.

Ground Transport Fleets (sedans, SUVs, buses): Ensure that you maintain credible, up-to-date and recorded information for all passengers you are transporting (e.g., full name, contact details, pickup/drop-off locations, booking reference, vehicle and driver ID), in compliance with applicable privacy and data-protection laws. This supports duty of care, incident reconstruction and cooperation with public-safety authorities when required.

Bars/Restaurants: Stanchions for temporary crowd control; Maximum occupancy leverages click counters; serve through plastic cups (not glass bottles) for peak risk periods; closed access control - doorpersons to check ID and distinguish hotel guests from other guests; deployment of field staff (bathrooms, lobby, parking lots, and entrances) with discreet radios; entry management one in/one out once safe capacity reached; CCTV focus on bar counters, exits,

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restroom corridors, parking stalls; visible house rules signage "No Fireworks/Flares", "Intoxication & Drug Free Policy", "Under 18s Must Be Accompanied" ;

Venues/Stadiums & Fan Zones: Coordinate magnetometer and bag search lines with local police; designate an overflow holding area.

e) CCTV & Lighting

A good system can support deterrence, detection, investigation, and life safety by combining appropriate camera coverage with adequate illumination, as defined by a documented risk assessment and applicable codes.

CCTV

- **Priority coverage:** Position cameras to cover **queue lines, drop-off bays, primary entrances/exits, payment points and cash handling areas**, as well as key circulation routes identified in the risk assessment.

- **Image usability:** Configure cameras so that **faces, identifying features and incident details can be clearly recognized** under normal operating conditions and peak match-day loads.

- **Integration with procedures:** Ensure CCTV is monitored and recorded in line with site SOPs (e.g., bookmarked incidents, retention periods, access controls) and operated in compliance with **privacy and data protection laws**.

Lighting

- **Uniform illumination:** Provide consistent lighting in parking lots, walkways and bus staging areas to avoid dark spots, harsh glare, or deep shadows that hinder observation or CCTV performance.

- **Standards & codes:** Illumination levels should meet or exceed applicable lighting standards and local building / safety codes (e.g., IES guidance where adopted) and be sufficient for staff and CCTV to identify people and vehicles at typical operating distances. Make sure the light source doesn't cause glare or hinder the CCTV systems.

- **Reliability:** Where feasible, support critical exterior lighting (entrances, emergency exits, vehicle bays) with backup power so that loss of mains power does not create blind zones.

4. Staff Training & Situational Awareness

Training and awareness turn every employee into a sensor and first responder, multiplying management's reach and catching weak signals long before they become incidents.

4.1. Threat Indicators

Recognizing threat indicators gives frontline staff shared vocabulary for when something feels wrong, making it easier to escalate early and proportionally instead of waiting for a crisis. Examples of situations:

Tell Tale Signs

Stay alert to these tell tale signs of suspicious behavior. Trust your instincts and notify security immediately if you notice anything unusual.

Sight
- Bulky jackets in hot weather
- Rival team colors converging suddenly
- Extra heavy suitcases

Smell
- Chemical odours (ammonia, petrol)
- Gunpowder residue after fireworks

Sound
- Coordinated chants escalating in tempo
- Metallic clanks (concealed objects)

4.2. Action Protocol (SOAP)

A simple, repeatable protocol like SOAP reduces hesitation under stress, giving staff a clear order of

STOP
Freeze interaction. Put down tools. Step back. Stay calm.

OBSERVE
Make mental snapshot. Note what you see, hear, smell. Location, details, behavior, time.

ALERT
Pass info up chain. Use radio quick codes: 10 (object), 20 (behavior), 30 (medical). Contact Duty Manager then Security Lead.

PREVENT
Take simple trained actions. Redirect guests. Close service doors. Switch glassware to plastic. Guard exits. Wait for Duty Manager confirmation and Security Lead.

operations when they must act quickly in ambiguous situations

4.3. Early Intel Roles (Spot & Share)

Assigning early-intel roles ensures that at least a few people on each shift are actively scanning, connecting dots, and feeding information up, rather than assuming someone else will notice. All employees should serve as the organization's "eyes and ears" and act accordingly, escalating concerns through the agreed channels whenever something feels off. Some examples (but do not restrict to these):

Who Sees What?

Role	Primary Observation Point	Immediate Red Flags
Housekeeping / Room Attendants	Guest rooms, corridors	• Chemical odours, solvents, fuel smells • Large clusters of flags or banners • Modified smoke detectors • Floor plans or handwritten notes
Food & Beverage Servers / Waitstaff	Bars, lounges, in-room dining	• Tickets with hand-drawn marks • Group stickers or symbols • Unauthorized branding on items • Guests discussing fights or protests
Cleaning & Maintenance Staff	Restrooms, service areas, loading docks, waste bins	• Fireworks or flares packaging • Broken bottles stored in quantity • Graffiti or supporter stickers • Tampering with doors, cameras, or lights • Tools or wires left in service areas
Drivers / Valets / Shuttle Hosts	Drop-off bays, parking lots, bus staging, inside vehicles	• Heavy luggage left in vehicles • Large banners or poles • Asking about rival team location • Vehicles circling repeatedly • Attempt to access restricted areas

3. Guest Experience & Communication

Good communication keeps guests informed, calm, and cooperative, protecting both safety and revenue by reducing frustration, confusion, and rumor-driven behavior.

3.1. Delivering a memorable stay or night out during the World Cup is inseparable from delivering safety. This chapter shows how to keep guests informed, comfortable and moving smoothly while embedding subtle security cues at every touchpoint.

- **Print and publish a Match Day Information Sheet** (kickoff time, transportation advisories, supporter zones). Make it available via QR code at check-in, bus boarding, and table tents.
- **Provide evacuation route signage** in four languages (EN/ES/FR).
- **Push SMS/app notifications in real-time** for any change of gate or protest nearby.

4. Incident Response & Business Continuity

Incident response and continuity planning protect lives in the moment and the business in the days after, limiting damage to operations, reputation, and future bookings.

Even with strong prevention measures, disruptions can still arise - from medical emergencies to power outages or a fan riot a block away. This chapter explains how to react decisively, protect people, preserve brand image and resume operations fast - no specialist jargon required.

4.1. Immediate Actions (D.A.R.E.)

The D.A.R.E. framework gives staff a simple script for the first minutes of any incident, when clear,

DETECT — The first employee who notices a threat (fight, fire alarm, suspicious bag, medical collapse) **calls Emergency Code** discreetly over radio or phone.

ALERT — The **Duty Manager** responds **within 60 seconds**, grabs the **incident folder** (floor plans, contacts), and chooses the response level:

Soft Lockdown
- Close main entrances
- Continue normal operations
- Screen everyone entering

Hard Lockdown
- Secure all doors
- Move guests away from windows
- Dial **911 / 999**

RESPOND

Medical — At least two staff per shift trained in **AED & trauma kit**
- < 90 sec walk from busiest area

Evacuation — If fire or chemical leak
- Lead guests to nearest **Muster Point** (Pre-marked on wall maps)
- Take a **headcount**

EVALUATE
- Determine the severity of the situation.
- Assess the threat and gather information.
- Decide on further actions based on the situation.

decisive action matters most and details will still be messy.

4.2. Communication Tree & Public Messaging

A clear communication tree prevents mixed messages to staff, guests, media, and partners, which can otherwise create panic, legal exposure, and unnecessary reputational harm.

- **One Voice Rule:** Only the designated Spokesperson may speak to the media or post on social channels.

- **Holding Statement Template:** "We are aware of an incident at our property. All guests are safe, and we are cooperating with local authorities. Further information will follow."

- **Post emergency phone numbers** for the U.S., Canada, and Mexico at every service desk and phone station.
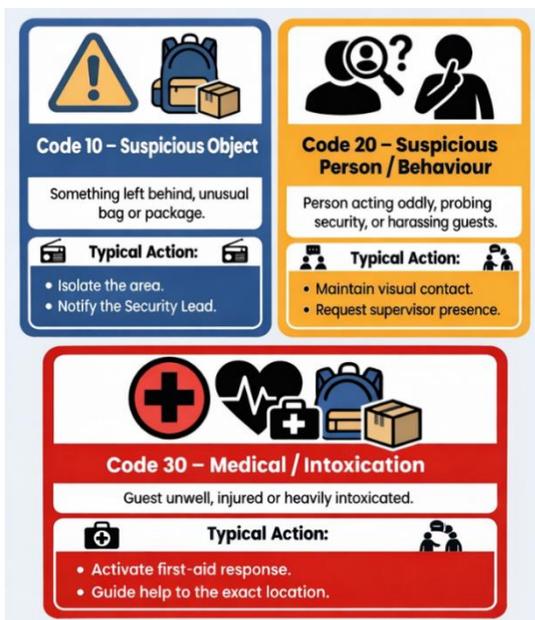
Above - Example of a Quick Code

4.3. Recovery & Business Continuity

Planned recovery steps help teams learn fast, restore service in stages, and show stakeholders that the organization can absorb shocks without losing control.

15-Minute "Hot Wash": Right after the incident frontline staff meet briefly to note what went well and didn't.

24 Hour Report: Security Lead submits a detailed timeline, attaching CCTV snapshots, witness contacts, and an initial cost estimate.

Service Restoration Checklist:

- If the outage exceeds 30 minutes, switch to backup power/internet.

- Food truck vouchers or meals from partnering kitchen if the hotel kitchen is offline.

- Alternate vehicle pool activation if the main fleet is sidelined.

Update SOPs & Train: Embed in the next shift briefing lessons learned; schedule a drill if procedures have changed.

4.4. Coordination with Public Security and Community Partners

Coordinating with public agencies and neighboring businesses turns isolated venues into part of a wider safety network, improving information flow and shared problem solving.

No single business can handle World-Cup-scale challenges alone. Aligning plans with police, fire, medical services and neighboring businesses creates a force multiplier that keeps districts safe and open for commerce.

Private operators are part of a larger safety ecosystem. By sharing timely information and aligning procedures with police, fire, medical and neighborhood groups you gain a force multiplier that lowers risk for everyone.

- Share daily occupancy reports with police for resource planning.

- Encourage staff to anonymously use 'See Something, Say Something' channels (text-to-tip, venue hotline).

4.5. Consolidated Risk Reference

A consolidated risk view lets managers see, on one page, which threats deserve attention today, making briefings and resource decisions sharper and more defensible.

The table that follows distils the most common World-Cup threats into a one-page snapshot so managers can see, at a glance, what deserves their finite time and budget - onto a single page. Use it as a quick scan - check the likelihood column, confirm you have the listed controls in place, and focus daily briefings on any gaps – but remember, this assessment needs to be revised constantly:

RISK MANAGEMENT
KEY RISKS & PRIMARY CONTROLS

RISK	LIKELIHOOD	PRIMARY CONTROLS
Fan Brawls	MEDIUM-HIGH	• Segregated seating • Timed entry • Alcohol controls
Human Trafficking	MEDIUM	• Staff awareness • ID verification at check-in • Driver reporting line
Drug Trafficking	MEDIUM	• Random luggage sweeps • K9 support on peak days
Terrorism (VBIED/IEDs)	LOW-MEDIUM	• Perimeter standoff • Vehicle screening • Suspicious object drills
Chemical Hazards	LOW	• Smell-based detection • HVAC shutdown procedures

5. Conclusion

The FIFA World Cup 2026 will create exceptional opportunities for business, but it will also introduce a fluid and demanding operating environment. Operators should remain attentive to geopolitical developments, local security conditions, public-order dynamics, transport disruptions, and other external changes that may affect their people, guests, assets, and continuity of operations. Conditions may change quickly, and decisions should be reviewed accordingly.

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The measures outlined in this guide reflect reasonable and customary security and operational practices for major-event environments. However, they are not exhaustive, nor will every measure be appropriate in every setting. Each operator should assess its own risk profile, legal obligations, business model, physical layout, and operating context in order to determine which measures are suitable and proportionate for its specific circumstances.

Where additional support is needed, operators should consider engaging a qualified security professional to provide a tailored assessment and a customized solution. Where possible, preference should be given to an ASIS-certified professional or another suitably credentialed specialist with relevant experience in hospitality, transport, venue, or major-event operations.

Finally, if staff observe suspicious behavior, identify a potential threat, or have questions during an incident, they should promptly contact local law enforcement or the appropriate public-safety authority and provide as accurate detail as possible. Timely reporting, supported by clear facts and observations, can materially improve the quality and speed of the response.

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Annex A & B — Practical Scenarios & Manager Checklist

Scenario-based guidance makes the playbook concrete, giving staff realistic mental rehearsals they can draw on when real events feel chaotic and unfamiliar.

Scenario 1 — Suspicious Luggage in Hotel Lobby

A suitcase or bag is left unattended in the lobby. No one claims it after a short period and staff notice unusual factors (where it was left, how, or by whom).

Objectives

- Protect life first; avoid contact with the item.
- Move people calmly, without panic.
- Hand control to public-safety authorities quickly.

Avoid

- Touching or moving the item "to see what it is."
- Using words like "bomb" on open radios or in public.
- Staff filming or posting about the incident on social media.
- Failing to document what was done and why (important for internal learning and external scrutiny).

Detect & Observe

Note the item and discreetly watch it for 1–2 minutes. Any wires, leaks, strong odors, strange ticking, excessive weight, or visible alterations? Check CCTV, if available, to see who left it and how (hurried? looking around? abandoning rather than forgetting?).

Escalate Early

If ownership is unclear or the item looks odd, treat it as suspicious. Use the internal emergency code (e.g., "Code Bag, Lobby") via radio/phone to alert the Duty Manager/security, not the public PA system.

Duty Manager Check — No Touch

View the item from a safe distance only. Consider location, crowd density, and recent threats. If threshold is met, call 911/999 or local emergency services with a concise description: type and location of item, CCTV observations, ongoing events, any other details.

Create a Safety Perimeter

Calmly clear the immediate area (lobby and nearby restrooms/elevators). Redirect guests to safer zones using staff as guides. Pause non-essential work inside the perimeter.

Control Access & Information

Place staff at entries to keep people out of the cordoned area. Use neutral language: *"We're temporarily closing this part of the lobby for a safety check."* Bookmark CCTV of the item and main routes.

Work with First Responders

Meet police/fire at the entrance and escort them to the Duty Manager. Provide timeline, CCTV stills, floorplan, and status of evacuations. Follow instructions; do not move or open the item.

Guest Communication & Reputation

Once resolved, use a simple holding message: *"We briefly restricted access to part of our lobby for a safety check with authorities. The situation is resolved and operations have resumed."* Ensure all frontline staff give consistent answers.

Debrief & Improve

Within 24 hours, run a short debrief: what worked, what slowed you down. Update SOPs, training, and this scenario with lessons learned. Log the incident for future reference.

Scenario 2 — Rival Fan Groups Enter the Same Bar

Two rival fan groups arrive at the same bar during or after a match. Atmosphere is loud but still under control; without early action, it can turn into verbal or physical confrontation.

Objectives

- Keep rival groups physically and visually separated.
- Slow down triggers: alcohol, proximity, provocateurs.
- Intervene early with calm, consistent staff actions.
- Call law enforcement before violence breaks out.

Avoid

- Letting rival groups mix freely at choke points (bar counter, bathrooms, exit).
- Ignoring early signs of provocation because "they're just singing."
- Allowing heavily intoxicated guests to keep ordering.
- Delaying the call to police until after a fight has started.

Physical Separation

Seat groups at opposite ends of the bar if possible. Use portable stanchions or high-top tables to create neutral buffer zones. Assign floor staff as ushers to guide guests and keep "no-man's land" clear.

Spot & Manage Provocateurs

Watch for loud chanting, taunts, pointing, aggressive gestures. Use early, calm verbal redirection: *"Let's keep it friendly, or we'll have to stop service."* If behavior escalates, refuse service and, if needed, ask individuals to leave.

Control Alcohol

Switch to plastic cups (no glass projectiles). Stop sales to visibly intoxicated patrons. Coordinate with security/manager to align last call/closing time if tension rises.

Deploy Staff to Hot Spots

Position staff with discreet radios at bathrooms, lobby, entrances, and parking lot. Focus on choke points where clashes are most likely as people move or exit.

Entry & Capacity Management

Door staff manage 1 in / 1 out once busy. Stop admissions entirely when safe capacity is reached or tensions are high.

CCTV & Evidence

Ensure CCTV covers and bookmarks: bar counters, exits, restroom corridors, and parking areas. Tag key moments if behavior escalates, to support later reporting.

Visible House Rules & Communication

Use screens/signage for clear rules: "No Fireworks/Flares," "Intoxication & Drug-Free Policy," "Under 18 Must Be Accompanied." Staff consistently reference these rules when intervening.

When to Call Law Enforcement

Escalate immediately if: chants become openly violent/hate-based; objects are thrown or property is damaged; any weapon is seen or seriously threatened.

Scenario 3 — Chemical Smell in Hotel Rooms or Charter Bus/Vehicle

Staff or guests notice an unusual chemical, fuel, or solvent-like smell in a room, corridor, or bus/van. People may report eye/throat irritation, headache, or simply a strong unfamiliar odor. The source may be routine (cleaning, fuel, maintenance), hazardous (gas/chemical leak), or security-relevant (weapons, ammunition, improvised devices). Staff are not expected to diagnose the source – only to treat it as a potential safety and security hazard and escalate.

Objectives

- Protect life: remove people from exposure.
- Isolate the area/vehicle and avoid sparks/flames.
- Escalate early to technical teams and public-safety authorities.

Avoid

- Dismissing reports as "just cleaning products."
- Staying in the affected space longer than necessary.
- Using fans/heaters or open flames near unknown vapors.
- Re-occupying the room/vehicle before clearance by maintenance or authorities.

Verify Quickly, Don't Linger

Go to the reported location and confirm the smell from the threshold only. If strong, irritating, or clearly unusual → treat as serious.

Remove People from the Area

Move guests and staff out of the room/vehicle and adjacent corridor/row. For buses/vans: stop in a safe place, open doors, have passengers step away (preferably upwind).

Isolate the Source

Close and lock the affected room if safe; post "Do Not Enter – Safety Check in Progress." In vehicles: switch the engine off, keep people away from the vehicle, no smoking or open flames. Do not switch on fans or devices that can spark or spread vapors.

Notify Duty Manager / Security / Engineering

Report location, intensity of smell, any visible spill/container, and whether anyone has symptoms. Log that the cause is unknown and may be health- or security-related.

Escalate to Emergency Services When in Doubt

Call fire/emergency services if: smell is strong, spreading, or recurring; people are symptomatic; there are visible spills, unknown containers, or suspicion of gas/chemical leak or weapons-related materials. Follow their instructions on ventilation vs. sealing the area.

Protect Adjacent Areas

Consider temporarily clearing neighboring rooms (next door/above/below) or nearby vehicles. Keep other guests and vehicles from stopping right next to the affected area.

Guest Communication

Use neutral, calm wording: *"We detected an unusual odor and are carrying out a safety check with our technical team/authorities. We've temporarily moved you for your comfort and safety."* Provide alternative room/vehicle and basic comfort (water, seating) if there is disruption.

Document and Improve

Record timeline, actions, who was notified, and final cause once known. Update SOPs and training if the incident revealed slow reporting, unclear roles, or technical gaps.

Scenario 4 — Non-Identified Drone Near Establishment Perimeter

Staff or guests observe a drone hovering near or over the establishment (entrance, terrace, parking lot, rooftop, or nearby street) with no clear operator identified. The drone might be filming, observing, carrying an object, or simply loitering at low altitude. Even if nothing overtly hostile is visible, treat as a potential safety and security concern.

Objectives

- Protect spectators and staff from potential impact, debris, or malicious use.
- Activate a clear notification chain to security and authorities.
- Use shelter-in-place for guests when appropriate, rather than improvised reactions.

Avoid

- Trying to disable, grab, or knock down the drone – risk of injury and legal liability.
- Allowing staff or guests to gather outside to film the drone.
- Using inflammatory language ("attack," "bomb") over open radios or in front of guests.
- Ignoring drone sightings because "it's probably just someone playing."

Detect & Verify

First staff to notice (door staff, terrace waiter, valet, lobby) confirms: approximate location (over entrance, street, parking, roof line) and behavior (hovering, following crowd, approaching windows, carrying any visible payload). Take a mental snapshot; avoid pointing and shouting that may cause panic.

Trigger the Notification Chain

Use the agreed internal code or wording, e.g. "Code Drone, main entrance" via radio/phone. Notify, in order: (1) Duty Manager / Security Lead, (2) Control room / CCTV operator (if available), (3) Event command / public safety liaison (for large events).

CCTV & Evidence Capture

If CCTV is available, focus cameras on the drone's path, access points, and crowd areas below. Bookmark or tag the footage with time and camera ID. If safe and discreet, a designated staff member may take still photos/video from indoors for later evidence (no chasing outside).

Initial Protective Measures — Shelter in Place

For outdoor or semi-outdoor areas (terraces, sidewalk seating, rooftop bars): politely move guests indoors or under solid cover away from the drone's likely path and from glass façades if possible. For indoor spectators near large windows or atriums: ask guests to step back from windows and move deeper into the room. Use calm, neutral language: *"We're briefly moving everyone inside/away from the windows as a precaution while we investigate something outside."*

Assess Risk & Decide on Escalation

The Duty Manager / Security Lead decides whether to call law enforcement / event security if: drone is very low over crowds, entrances, or rooftops; drone appears to carry an object or unknown payload; drone repeatedly approaches the building, restricted areas, or VIP arrival points; there is any current threat context (high-profile match, protest, VIPs, recent warnings). When calling, provide: location, drone description (size, color, lights, any payload), behavior, and whether you have CCTV or still images.

Control Access & Crowd Flow

If the drone is near the entrance/queue: slow or temporarily pause entries/exits while maintaining safe egress routes. Use staff as human shields / guides to move people under awnings, overhangs, or inside. Coordinate with event/venue security if queues extend into public space.

Stand-Down & Guest Communication

Once the drone leaves the area and/or authorities give the all-clear, return guests to normal positions and resume operations. If guests ask, use a simple, consistent explanation: *"We briefly moved people inside as a precaution due to a drone near the entrance. The situation has been checked and is now clear."*

Document & Review

Log the incident: time, location, duration, description of drone, decisions made, and any police/event security involvement. Save CCTV clips and stills according to policy. Review in the next security briefing: Did staff see it quickly? Was the notification chain clear? Was the shelter-in-place instruction understood?

Annex B — Manager Checklist

Pre-Event (D-30 to D-1)

→ **Staffing & Language**

☐ Confirm staffing levels & language skills

→ **CCTV Readiness**

☐ Validate CCTV recording & retention

→ **Supplier Scheduling**

☐ Review supplier delivery schedules to avoid match-day peaks

→ **Tabletop Exercise**

☐ Conduct tabletop exercise on top-three risks

Event-Day

Staff Briefing

☐ Staff briefing completed before doors open

Crowd Density

☐ 2-hourly crowd density checks conducted throughout the event

Plastic Cup Policy

☐ Enforce plastic-cup policy (remove glassware)

Hot-Spot Posts

☐ Verify hot-spot staff posts (bathrooms, lobby, parking, entrances)

Signage

☐ House-rules signage visible at entrances & bar counters

Live Risk Log

☐ Update live risk log throughout the event

Equipment Readiness

☐ Verify medical & fire equipment readiness

Guest Communications

☐ Push guest comms at −4 h, −2 h, and +1 h

Post-Event

Hot-Wash & SOPs

☐ Hot-wash & update SOPs following the event

Perimeter Reset

☐ Reset perimeters; inspect for damage

Incident Reports

☐ File incident reports within 24 h

☐ **End of Document.** This checklist closes the playbook. All scenarios, notification chains, and post-event actions should be reviewed and updated regularly to reflect lessons learned from real incidents and tabletop exercises.