
Crowd Safety and Mass Gathering Management for Major Events Training Course

15 – 26 August 2027
Doha





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Ref: 20_11165 **Date:** 15 – 26 August 2027 **Location:** Doha **Fees:** 7740 GBP

Programme Summary

Crowd safety and mass gathering management for major events is a ten-day training course for senior leaders at strategic level, culminating in a crowd safety management plan for a venue or event they are responsible for. Stadiums, festivals, religious gatherings and transport hubs bring very large numbers of people into confined space, where small design or information failures can escalate within minutes. The approach combines crowd science with planning, command and multi-agency practice across the whole event cycle. Mars Training Centre UK delivers this programme in crowd safety and mass gathering management.

The Business Case

A crowd incident harms people, halts operations and can damage public confidence for years. Most such incidents trace back to predictable conditions: capacity set without flow analysis, routes that converge, unclear information and slow decisions. Leaders who read crowd behaviour, quantify capacity and run clear command reduce that exposure.

- Crowd Risk Exposure: Falls when density, flow and route conflicts are identified and designed out before the event opens.
- Event Licensing and Stakeholder Confidence: Strengthens when safety plans are evidence-based and agreed by every responding agency.
- Operational Continuity: Improves as monitoring and escalation triggers allow intervention before congestion becomes an emergency.

Principles and Evidence Base

- ISO 22353:2026 Security and Resilience Guidelines for Crowd Management: Structures crowd management planning, roles and review in Sessions 1, 7 and 9.
- DIM-ICE Model and RAMP Analysis From Applied Crowd Science: Structure analysis of ingress, circulation and egress in Sessions 2 to 5.
- Fruin Pedestrian Level of Service: Grades density and flow to set capacity limits and monitoring thresholds in Sessions 3 and 6.
- WHO Public Health for Mass Gatherings Key Considerations: Frames health planning, surveillance and emergency medical arrangements in Session 8.



Intended Participants

- Executives accountable for public safety at stadiums, arenas, exhibition centres or transport hubs.
- Senior officials who plan or approve large religious, cultural or national gatherings.
- Leaders who direct event security, stewarding or safety operations on major event days.
- Heads of function who commission venue design, overlay or temporary structures for large crowds.
- Senior managers who coordinate police, civil defence, medical and transport partners for events.

The programme serves sport and entertainment, tourism and culture, religious affairs, transport and municipal authorities.

Learning Outcomes

1. Participants will be able to diagnose crowd risk at a venue or event using recognised crowd science models.
2. Participants will be able to calculate safe capacity, flow rates and egress times for defined spaces and routes.
3. Participants will be able to design ingress, circulation and egress arrangements that remove predictable conflict points.
4. Participants will be able to construct a command, stewarding and communications structure for event operations.
5. Participants will be able to prioritise monitoring indicators and escalation triggers for live crowd decisions.
6. Participants will be able to evaluate emergency, evacuation and multi-agency arrangements through structured exercise and post-event review.

Programme Structure

Day 1: Crowd Safety as a Leadership Responsibility

What makes crowd safety and mass gathering management a governance issue?

- ISO 22353:2026 Scope, Principles and Roles
- Lessons From Major Crowd Disasters
- Event Owner, Venue Operator and Authority Duties
- Crowd Safety Policy and Risk Appetite
- Event Typology: Sport, Religious, Cultural and Transit

Day 2: Crowd Science and Behaviour

How do crowds form, move and respond to pressure?

- Crowd Dynamics and Collective Behaviour
- Density, Pressure and Crowd Collapse Mechanisms
- DIM-ICE Model for Normal and Emergency Phases
- Social Identity and Crowd Psychology



- Myths of Panic and Their Planning Consequences

Day 3: Capacity and Flow Analysis

How many people can a space and its routes safely hold and move?

- Fruin Pedestrian Level of Service Grades
- Static and Dynamic Capacity Calculation
- Flow Rates Through Gates, Stairs and Corridors
- Egress Time and Holding Area Sizing
- Pedestrian Simulation Outputs and Their Limits

Day 4: Crowd Risk Assessment

Where and when is the crowd most likely to come to harm?

- RAMP Analysis: Routes, Areas, Movement and Profile
- Crowd Profiling by Demographics and Intent
- Hotspot and Conflict Point Mapping
- Likelihood and Consequence Rating for Crowd Hazards
- Crowd Risk Register Construction

Day 5: Venue Design, Ingress and Egress

How do layout and information shape safe movement?

- Approach Routes, Queuing and Search Zones
- Barrier Types and Front-of-Stage Design
- Wayfinding, Signage and Visual Information
- Phased Entry, Exit Staggering and Transport Links
- Temporary Structures and Overlay Planning

Day 6: Crowd Monitoring and Technology

How is crowd condition measured during the event?

- CCTV Observation and Control Room Layout
- People Counting, Sensors and Heat Mapping
- Density and Flow Thresholds for Intervention
- Mobile Data and Social Media Monitoring
- Decision Support Dashboards for Event Control



Day 7: Command, Stewarding and Communications

Who decides, who acts and how do they communicate?

- Gold, Silver and Bronze Command Levels
- Stewarding Deployment, Briefing and Competence
- Radio Protocols and Event Control Logs
- Public Address and Crowd Messaging Scripts
- Escalation Triggers and Decision Records

Day 8: Emergency Response and Evacuation

How is a crowd protected when conditions turn critical?

- Evacuation, Invacuation and Lockdown Options
- WHO Mass Gathering Health and Medical Planning
- Casualty Clearing and Ambulance Access Routes
- Severe Weather, Fire and Hostile Threat Scenarios
- Contingency Plans and Show-Stop Procedures

Day 9: Multi-Agency Coordination and Review

How do partners plan together and learn after each event?

- Event Safety Coordination Group Structures
- Joint Planning With Police, Civil Defence and Transport
- Tabletop Exercise Design and Facilitation
- Post-Event Debrief and Incident Reporting
- Lessons Learned Register and Plan Revision

Day 10: Applying Crowd Safety and Mass Gathering Management

How are the methods combined into a plan ready for approval?

- Applying RAMP Analysis to a Participant Venue
- Capacity and Egress Calculation for the Chosen Site
- Command Structure and Monitoring Thresholds for the Event
- Multi-Agency Tabletop Test of the Draft Plan
- Crowd Safety Management Plan Presentation



Methodology

The programme relies on simulation and case analysis drawn from stadiums, festivals, religious gatherings and transit stations. Participants calculate capacities from real layouts, assess crowd footage, run control scenarios and test plans in multi-agency tabletop exercises with peers playing partner agencies.

- Suggested activity: Calculating egress time for a stadium bowl and adjusting gate allocation.
- Suggested activity: Running a control room scenario as density rises at a festival front-of-stage area.
- Suggested activity: Leading a tabletop exercise on a severe weather evacuation at a large religious gathering.

Capstone Output

Each participant completes a crowd safety management plan for a real venue or event. It contains a crowd profile and risk register, capacity and egress calculations, an ingress and egress design, a command and stewarding structure, monitoring thresholds, an emergency annex and a review schedule, ready to table with partner agencies.

Frequently Asked Questions

Is crowd safety and mass gathering management training suitable for senior officials?

Yes. It is designed for directors and senior officials who plan, approve or lead major events and venues. It assumes responsibility for public safety decisions, but no prior training in crowd science or pedestrian modelling.

Which standards underpin crowd safety and mass gathering management in this programme?

It rests on ISO 22353:2026 for crowd management, the DIM-ICE model and RAMP analysis from applied crowd science, Fruin's pedestrian Level of Service for capacity, and WHO key considerations for mass gathering health planning.

How is the crowd safety management plan used at work?

It serves as the draft safety plan for your next major event or venue review, to table with partner agencies and test through the tabletop format practised on the programme.

How does crowd safety management differ from a general event management programme?

It concentrates on protecting people in dense crowds rather than on event logistics, marketing or hospitality.