

THE FOOTBALL ASSOCIATION

**STADIUM SAFETY IN THE
NATIONAL LEAGUE
SYSTEM**

April 2014

A series of films and an information booklet with advice on how clubs playing in the National League System should look to manage stadium safety at their ground

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Stadium Safety in the National League System

Introduction

There is one aspect of the English game that continues to set the standard and makes us the envy of the international football community. Irrespective of league position, stadium size or attendance; the way in which the grounds of our football clubs are operated ensures that crowd safety, accessibility and enjoyment are world class as standard. So whilst all eyes might be fixed on the team on the pitch, it's the effort and the vigilance of the team off the pitch that ensures that football supporters across the country can enjoy the game in security and comfort.

The principles of safety management are the same, regardless of the size of any football club. Commissioned by The Football Association and designed by a team of football safety professionals with decades of experience at every level of the English game, this series of films and this booklet set out to describe and explain each of the guiding principles and will show you examples of these in practice.

The resource has been designed to:

- Describe the qualities and responsibilities of the safety officer,
- Provide an overview of the key pieces of legislation governing stadium safety,
- Help you train, equip and organise your team of stewards, and to
- Assist you in preparing to stage an unusually high-profile game.

And most importantly of all, we'll show you where you can get advice and support.

Through this series of films you will see that supporter safety and the fan experience are a truly collective effort. The great news is that you're part of a national team that's the best in the world and there are members of this team who are keen to share their experiences and offer help and advice to clubs playing in the National League System.

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Stadium Safety in the National League System

Part 1 – General Principles and Where to Look for Further Information

Here we take a look at the general principles of stadium safety for clubs playing in the National League System and highlight where to find further information.

Key principles

A number of the key principles involved in stadium safety are the same, regardless of the League a club happens to play in or the size of their ground. There are certain key things that management at every football ground should do to make sure that spectators are safe:

- Calculate the safe capacity of the ground – each club needs to make sure that they are only admitting the right number of people that can be safely accommodated in the ground (more information is provided on this later in this document);
- Risk assessments – there should be dynamic and on-going risk assessments for each match. It's really important, whatever the size of the ground and regardless of how many spectators are attending, that clubs are thinking and reviewing what are the risks to spectator safety and how can they manage those risks.
- An integrated approach to safety management – clubs need to work with a range of partners, such as the police, the emergency services and medical providers, and also with supporters. The key is for all parties to work together and to be clear about what their responsibilities are in terms of spectator safety.

Regulatory Framework

The safety of spectators at sports grounds is covered by two main areas of legislation: The Safety of Sports Grounds Act 1975 and The Fire Safety and Safety of Places of Sport Act 1987.

There are three categories of sports grounds recognised by the Safety of Sports Grounds legislation:

- Designated grounds – these are grounds designated by the Secretary of State as having a capacity of 10,000 persons or more plus Football League grounds with a capacity of 5,000 persons or more.
- A ground with one or more Regulated Stands – a Regulated Stand is a covered stand or terrace capable of accommodating 500 or more persons.
- Other grounds – these are grounds that are not designated and which do not have any Regulated Stand. However, issues affecting the safety of spectators may still arise at these grounds.

The Safety at Sports Grounds legislation requires a general safety certificate to be issued by the local authority for the first two categories: for Designated Grounds and for grounds with one or more Regulated Stands. The safety certificate will set out the terms and conditions with which the football

club must comply in order to maintain the certified capacity of the ground and to ensure the reasonable safety of spectators at the ground.

For the vast majority of clubs playing in the National League System, their ground will fall into the third category of grounds, for which there is no obligation for the local authority to issue a safety certificate. But this does not mean that ground management is absolved of their ground safety responsibilities. In the absence of any safety certification, the local authority still has an obligation under the legislation to monitor safety at sports grounds and can, if necessary, issue a Prohibition Notice preventing the admission of spectators to all or part of the ground.

So it is important to stress that **all** football clubs have a responsibility for the safety of spectators entering their football ground. For all clubs, regular liaison with the local authority and the police and emergency services is therefore essential.

Safety Certificate

If a club's ground is currently certified under either the 1975 or 1987 Acts then the local authority should have issued a general safety certificate. This certificate may be for either the whole ground or just a regulated stand. It will set out the terms and conditions with which the club must comply in order to maintain the certified capacity of the ground and ensure the reasonable safety of spectators at the ground.

Local authorities will monitor the physical condition of the ground (the "P" Factor) and may reduce the capacity of any areas that are not maintained in a good condition. Local authorities will also monitor the efficiency of the ground's safety management (the "S" Factor) and may reduce the capacity of the stadium to a level that the local authority considers matches the ability of the ground's safety management capabilities.

The terms and conditions of the safety certificate should cover all areas to which spectators have access, including restaurants, licensed bars and concourses. The safety certificate should also cover any other areas in the ground over which the sports ground management has either direct or indirect control and this could include areas such as car parks, offices, players' facilities, media facilities and realistically all areas that may impact upon the safety of spectators at the ground.

Other legislation

Management will also have responsibilities under the Health & Safety at Work etc Act 1974, which places a duty on employers to take steps to safeguard the health, safety and welfare of employees and others such as visitors, contractors and members of the public. Usually this is in relation to people working at or participating in an event at the ground.

There may also be requirements around clubs' Occupiers' Liability responsibility which concerns the duty of care that those who occupy property owe to people who may visit the premises and deals with liability that may arise from accidents caused by the defective or dangerous condition of the premises. Clubs need to consider the need for public liability and employers' liability insurance to protect the club in the event of any incident or accident occurring at the ground.

Football clubs may also need to consider their obligations in respect of:

- The Licensing Act 2003, which enables local authorities to issue licenses in connection with premises used for public entertainment purposes;
- Fire safety legislation in the Regulatory Reform (Fire Safety) Order 2005, which imposes a requirement for management to plan, organise, control, monitor and review the necessary preventative and protective measures and requires a responsible person to undertake a fire risk assessment;
- The Equality Act 2010, which sets out the different ways in which it is unlawful to treat someone, such as direct and indirect discrimination, harassment, victimisation and failing to make a reasonable adjustment for a disabled person. The Act prohibits unfair treatment in the workplace, when providing goods, facilities and services, when exercising public functions and in the disposal and management of premises.
- The Security Industry Act 2001, which set up the Security Industry Authority and covers the use of door supervisors and manned guards.

As can be seen there are a lot of legislative requirements for clubs to consider.

Legislation Dealing with Crowd Behaviour

There are two key pieces of legislation dealing with certain aspects of crowd behaviour at football matches. However, the legislation only applies to certain categories of matches and will not apply to the league matches of clubs playing below Football Conference level.

The Football (Offences) Act 1991 – this Act created three offences of disorderly behaviour that are specific to football matches:

- Throwing any object at or towards the pitch or spectator areas without lawful authority or lawful excuse;
- Going on to the pitch without lawful authority or lawful excuse; and
- Taking part in indecent or racist chanting.

These are criminal offences in a football ground, but they will only apply to a match if one of the two teams taking part in the game is from the Premier League, the Football League or any division of the Football Conference (Conference Premier, Conference North or Conference South) or if the match is in the FA Cup from the First Round Proper onwards. If both teams in a game are below Conference level and the match is not an FA Cup tie from the First Round onwards then the Act does not apply.

The Sporting Events (Control of Alcohol etc) Act 1985 – this Act created a number of offences which include:

- Possession of alcohol when entering or attempting to enter a ground;

- Possession of alcohol in any area of the ground from which the pitch may be directly viewed. Such areas include the stands and terraces and, from 15 minutes before kick-off until 15 minutes after the end of the match, any restaurants, sponsors' boxes and other rooms which overlook the pitch. (There is an exemption which allows alcohol to be consumed in corporate hospitality areas with a direct view of the pitch and to which the general public are not admitted in the pre-match period up to 15 minutes before kick-off and also in the post-match period starting 15 minutes after final whistle). It is not an offence to possess alcohol in parts of the ground which have no direct view of the event.
- Being drunk whilst entering or trying to enter a ground or whilst in any part of a ground.
- Possession of a flare, smoke bomb or firework when entering or attempting to enter a ground or in any part of the ground from which the pitch may be directly viewed.

All of the above offences apply to any match where one of the two teams is from the Premier League, the Football League or the Conference Premier Division only – this Act does not apply if the teams are in the Conference North or in the Conference South – and it also applies to any game in the FA Cup from the First Round onwards. For clubs playing below the Conference Premier Division this Act does not apply, unless those teams are lucky enough to be playing in the FA Cup First Round or later.

For matches where the legislation on spectator behaviour does not apply, it will be important for Ground Regulations notices, clearly setting out any prohibited items and forms of unacceptable behaviour, to be displayed at the entrances, in spectator areas and concourses of the football ground. The Ground Regulations will empower the club's stewards to remove from the ground any person whose behaviour might be considered to be in breach of the Regulations. The responsibility for producing and issuing a suitable set of Ground Regulations notices could usefully be taken on by the league in which each club plays – as this will ensure consistency of treatment of supporters who will visit more than one ground in the league. More information on Ground Regulations is provided later in this document.

Responsibility for Safety

The Government's Guide to Safety at Sports Grounds, more commonly referred to as the "Green Guide", contains essential information for all football clubs. The Guide states that:

"Responsibility for the safety of spectators lies at all times with the ground management. The management will normally be either the owner or lessee of the ground, who may not necessarily be the promoter of the event."

The Board of Directors of every football club is therefore ultimately responsible for all safety matters and it would be considered good practice for each football club to have a director with responsibility for stadium safety.

Support for safety from the football club's board is important. Management should aim to create a safety culture that permeates throughout the club and underpinning this should be a written spectator safety policy which sets out the club's safety objectives and shows how management allocates responsibility at the ground.

An example of a spectator safety policy can be viewed here: [Spectator Safety Policy](#)

Safety Officer and Stewards

On match days the responsibility for safety matters is usually delegated, at the operational level, to the safety officer and clubs should endeavour to identify a suitable person for the role of match day safety officer. Ideally, that person should be a skilled and experienced safety professional who has demonstrated their occupational competency for the role. Whatever their background, it is essential that safety officers have the necessary character to be able to quickly assess and deal with developing situations in a calm manner and the ability to communicate clearly to their staff.

The safety officer will require a team of stewards to assist in providing a safe environment for all visitors to the ground on match days. Stewards are generally the first point of contact between the ground management and spectators and the stewarding operation is one of the key elements of a ground's safety management.

The importance of knowing the stadium's safe capacity

Each club should make an assessment of how many spectators can be safely accommodated within the viewing accommodation of their football ground. This assessment of a safe capacity is the most important step towards the achievement of reasonable safety at the ground.

Full details of how to calculate a safe capacity of a football ground are contained within the Guide to Safety at Sports Grounds, more commonly referred to as the Green Guide.

It is recognised that in the majority of cases, the club management may not have the technical knowledge to undertake the assessments of the safe capacities of their ground competently and they may need to appoint a competent person to assess the safe capacities of their ground. Such a person should have an understanding of the Green Guide and could be a surveyor, engineer or someone with technical knowledge of sports ground operations.

The common factors in establishing the safe capacity are:

- The entry capacity – how many people can pass safely into the ground through the entry points;
- The holding capacity – how many people can safely be accommodated in a particular area of the ground;
- The exit capacity – how many people can exit the ground under normal conditions; and
- The emergency evacuation capacity – how many people can you get out of the ground within a certain amount of time in the case of an emergency.

It is the lowest of the above four figures that will establish the final safe capacity for the ground.

However, the safe capacity of the ground is not necessarily just the number of spectators that an area can physically accommodate. It has to be determined by the proper application of P (physical) and S

(safety management) factors. Again, more detailed guidance on how to assess the P and S factors are contained within the Guide to Safety at Sports Grounds.

FA Ground Grading System

The FA oversees a national ground grading system for all leagues within the National League System (from Football Conference down). As clubs seek to progress through the National League System the FA Ground Grading System maps out the different sets of requirements for the various levels. More information is available on The FA's website at the following link: <http://www.thefa.com/my-football/club-leagues/ground-grading>

The requirements include provisions on issues such as: minimum capacity, amount of covered accommodation, minimum number of seats, terracing, hard standing areas, turnstiles, exits, toilets and refreshment facilities, pitch perimeter barrier, safe walkway for players and officials and first aid equipment for players and spectators.

The FA's Ground Grading System is there essentially to ensure that a ground is suitable for the club to play matches at the level which the club has reached in the National League System. It acknowledges that a ground has reached certain minimum standards, but is not a guarantee in terms of spectator safety at that ground. However, clubs with the ambition to proceed through the National League System and to develop their ground should always have one eye on the minimum standards required at the next or higher levels in the National League System and should aim gradually to develop their stadium over time as club finances permit.

Liaison with the local authority and the local emergency services

The prime responsibility for managing safety at the stadium lies with the football club, but help with this task should always be available from the local authority and the local emergency services.

Clubs should not hesitate in seeking advice and assistance from the relevant department of the local authority. Responsibility for safety of sports grounds within local authorities can lie within different departments across different authorities: in some cases this responsibility lies with the Building Control department, in others with Environmental Health and in other cases the responsibility is delegated to the Fire and Rescue Service. Most local authorities have a safety advisory group to advise on safety aspects for public events that are planned to take place within the local authority area and that would be a good place to start.

Liaison with the local emergency services would also be beneficial. Each of the police, fire and ambulance services will be able to give valuable advice on their respective areas of expertise to the football club and clubs should endeavour to build on these relationships. Whilst the attendance of the police, fire or ambulance services at football matches may not be required on a regular basis, the football club should know how to contact each of these services in the event of an incident or emergency arising on match days.

Input and advice from the local authority and emergency services will be particularly helpful whenever the club has to plan for and prepare to stage a high-profile local derby match or cup tie.

The need for inclusivity and provision of suitable facilities for disabled spectators

Football clubs also need to aim to make their grounds fully inclusive and provide suitable facilities for spectators with disabilities. Attending football matches is an integral and vital part of our culture and tradition. Football grounds vary greatly in capacity from a few hundred to many that host tens of thousands of spectators. But common to all is the need to provide well designed, managed and operated facilities that meet the expectations and demands of spectators with disabilities, all of whom wish to experience and enjoy the thrills and excitement that football matches can deliver.

The principal legislative requirements can be found in the Disability Discrimination Act 1995 and the Equality Act 2010. Published guidance is available which brings together the background information central to designing and providing facilities for disabled spectators at grounds and provides an invaluable source of information and guidance for football clubs, management, designers and access consultants. The provision of such facilities does not have to cost the club much in terms of investment in facilities. Clubs should continue to strive to meet all the aspirations of their disabled supporters so that fans can enjoy an equal experience at live football matches and that grounds are fully accessible and inclusive with a focus on making all supporters' services equal and inclusive.

Where to look for further information

The main thing to remember is that you are not alone! There are a lot of colleagues in the industry who are willing to give advice and guidance and there is a wealth of information available. Here are five simple steps that should help with finding all the information and assistance that might be needed.

- i. Obtain copies of the Guide to Safety at Sports Grounds (Green Guide) and the SGSA's publication on Safety Management*

The Green Guide is essential reading for every safety officer. It provides detailed guidance to ground management to assist in assessing how many spectators can be safely accommodated within a sports ground and provides guidance on measures intended to improve safety at grounds, in terms of both their design and safety management. All grounds in respect of which a stadium safety certificate has been issued are required to comply with the recommendations contained in the Green Guide. For grounds where a stadium safety certificate is not required, the ground management should aim to comply with the Guide's recommendations. Details on how to obtain the Green Guide can be found here:

<http://www.safetyatsportsgrounds.org.uk/publications/green-guide>

An electronic version of the Green Guide can be downloaded free of charge from the same link.

Recognising that safety management at sports grounds has steadily become more sophisticated and more professional over the previous twenty years, a guidance document entitled "Safety Management" was produced in 2009 by the Football Licensing Authority (FLA) before it became re-named as the Sports Grounds Safety Authority (SGSA). Safety Management, the last of a series of Sports Grounds and Stadia Guides produced by the FLA, identifies and draws together good practice on safety personnel, safety management procedures, event management and preparing for incidents. The guidance complements and expands on the advice on safety management in the Guide to Safety at Sports Grounds. It updates and brings together into a single publication previous guidance on spectator safety policies, contingency planning, exercise planning and briefing, as well as providing

new detailed guidance to assist ground management in developing operation manuals, stewarding plans and medical plans. This publication will provide an invaluable source of information to ground management, safety advisors and other interested agencies involved with the safety management of all stadia and sports grounds.

ISBN: 0-95462933-7. Price: £33.00 (incl. P&P). To order a copy, visit the Sports Grounds Safety Authority website: <http://www.safetyatsportsgrounds.org.uk/publications/safety-management>

Alternatively, send a cheque to the value of £33.00 (payable to The Sports Grounds Safety Authority) to: Nikki Rutherford, Sports Grounds Safety Authority, East Wing, 3rd Floor, Fleetbank House, 2-6 Salisbury Square, London EC4Y 8JX.

ii. Visit the Stadium Safety section of The FA website and download a copy of The FA's Good Practice Guide for Football Clubs on Crowd Management Measures

All football clubs have a responsibility under FA Rules to take appropriate measures in order to provide an environment that is as safe as reasonably practicable for spectators, players and match officials and to encourage good conduct by the supporters of both teams. The FA's website has a Stadium Safety section which includes some useful documentation and videos on stewarding and safety management. Go to: <http://www.thefa.com/football-rules-governance/more/stadium-safety>

The FA has also produced a document intended to provide guidance for football clubs on good practice in terms of the crowd management measures that could be implemented at matches. These guidelines are aimed primarily at Premier League and Football League clubs, but can also be used by non-league clubs. Clearly, clubs playing in the Conference and below may not have the benefit of sophisticated crowd management systems, equipment such as CCTV cameras and computerised turnstile monitoring and higher levels of human resources as enjoyed by Premier League and Football League clubs. However, even without such technological aids and a higher level of resources there are basic steps that clubs at every level can take to reduce the risk of spectator misconduct within the ground, to promote good behaviour and to identify and deal with offenders. The FA guide can be downloaded free of charge from the FA website at the following link: <http://www.thefa.com/~media/files/thefaportal/governance-docs/stadium-safety/stadium-safety-good-practice-guide.ashx>

iii. Visit the Sports Grounds Safety Authority website

The Sports Grounds Safety Authority was established in 2011 to build on the success of the Football Licensing Authority and the critical role it played in transforming spectator safety at football grounds in the UK over the previous 20 years. The SGSA's mission is to help to ensure safety for all spectators at sports grounds and it now has an expanded remit to provide advice and guidance to sports outside football and to countries outside England and Wales.

The SGSA acts as an authority on all matters relating to sports grounds safety, and offers knowledge and advice on the application of Sports Grounds Safety publications (including the Green Guide and Safety Management). It wants to help to create the conditions for safe and enjoyable experiences for spectators at sports grounds around the world.

A wealth of useful information is available on the SGSA website. Go to: <http://www.safetyatsportsgrounds.org.uk/index.php>

iv. Consider enrolling your club's safety officer as a member of the Football Safety Officers Association

With over 300 members, the FSOA strives to improve safety by sharing best practice, enhancing and promoting the role of safety officers within football and continually developing their expertise. The FSOA was formed in 1992 in the wake of the Hillsborough Disaster and was formed *by* safety officers *for* safety officers. The FSOA's aim is to develop safety and crowd management standards within the sports grounds safety industry with a particular emphasis on professional football. Since 1992 the FSOA has worked with football's governing bodies, national and local government agencies and partners to improve standards of safety, to develop safety officer and stewarding competencies and to introduce good practice procedures.

Membership of the FSOA is open to safety officers, deputy and assistant safety officers as well as colleagues with particular safety management roles within football. The FSOA also welcomes applications from individuals and organisations whose roles, products and services complement the industry or who hold similar roles in other sports.

Becoming a member of the FSOA has many benefits for those involved in the profession of match and stadium safety. The FSOA organises national conferences, usually twice a year. There are also regional meetings of FSOA members. There are opportunities for networking and for mentoring and support. Members of the FSOA have access to an online forum where they can seek advice from fellow safety officers on any issue they might be facing. The FSOA website also carries a host of useful documents and information. NB: access to the online forum and useful documentation is only available to FSOA members.

For more information, go to the FSOA website: <http://fsoa.org.uk/> or send an email to: john.newsham@fsoa.org.uk

v. Make contact with safety officers of clubs in your area

Speaking to safety officers at Premier League, Football League or Football Conference clubs in your area could be worthwhile. With their help and co-operation, you might be able to arrange for your club's safety officer to shadow their safety officer in his / her role on a match day, to see the types of issues faced and how they deal with them.

Establishing such a link with a local Premier League, Football League or Football Conference club would mean that your club would then have access to someone with the relevant knowledge and experience that you could contact whenever you might need some information. The local Premier League, Football League or Football Conference club might be able to assist by providing trained stewards to work at your ground whenever you have a higher-profile game that might require a more substantial stewarding presence and you might be able to arrange for your club stewards to join in with the training sessions organised by the other club. So liaison with other club safety officers could have many benefits.

So, remember – you are not on your own!

Stadium Safety in the National League System

Part 2 – Managing Safety at the Stadium: Safety Officer and Stewards

In this section we will look at who at the football club will manage safety at the ground and focus on the need to appoint a Safety Officer, the role of the Safety Officer and the roles, responsibilities and training of stewards.

The need to appoint a Safety Officer

Anyone who visits the cinema, theatre, theme park or any other place of public entertainment will expect, if an incident such as a fire should occur which might affect their wellbeing, that somebody will be in charge to look after them and get them to a place of safety.

A football ground is no different.

It is essential therefore that the Club Chairman and Board of Directors appoint someone to take charge and manage the safety of the event on a match day. This person would normally be called the Safety Officer, but could also have the title of Chief Steward.

It is essential that this individual has no other duties on a match day other than looking after the stewards and all aspects of ground safety. Ideally the person who has to take charge of safety has had some form of safety management training or qualifications in spectator safety.

The Green Guide contains more information on the appointment, role and requirements of a Safety Officer.

Job description

Prior to the appointment of this responsible person it is essential that the Chairman and Board of Directors draw up a Job Description which clearly identifies the Safety Officer's roles, responsibilities and duties on a match day. The Job Description should indicate the terms and conditions of their employment and should also state that the individual will always have direct access to the Chairman and Directors in relation to any aspect of the ground's safety.

A specimen Job Description can be seen here: [JOB DESCRIPTION](#)

Remember, it is important that the Safety Officer does not have any other match day role.

Stewarding

i. Numbers of stewards and the Stewarding Plan:

Having appointed a responsible person to the role of Safety Officer it is essential that the Chairman and Directors give the Safety Officer the tools to effectively manage safety on a match day. It is a fact that the person responsible for safety will not be able to manage safety on his or her own.

This is why the Chairman and Directors must ensure that on the day of the match there are sufficient stewards on duty to look after the care, safety and security of spectators, players and match officials.

Club senior management must not forget that when considering safety they must not overlook their responsibilities for the safety and wellbeing of players and officials whilst the game is under way.

The key question that is often asked is 'How many stewards do I need on a match day?'

If there is a Safety Certificate in force for the ground then this will normally prescribe the number of stewards required before the turnstiles can be opened on a match day. The Green Guide recommends a ratio of 1 steward for every 250 of the anticipated spectator attendance at the game. But that ratio should only be applied once all the requisite number of static steward posts has been determined. These are positions in the ground where a steward will be required to be located throughout the duration of the game, for example at a stadium exit gate, and the number of static posts will vary from ground to ground. It is therefore important for the Safety Officer to determine the number of static steward posts required for both normal and high profile matches. This will normally be based on risk assessments carried out by the Safety Officer.

Every ground and crowd expectations will be different and whilst guidance is available on assessing the number of stewards required for a match the process is very simple as the following indicates.

The Safety Officer should firstly consider:

- In addition to the person in charge is there a requirement for any steward supervisors? It may well be that the person in charge is all the supervision required at smaller grounds. At larger grounds it may be that a steward supervisor is required for each stand.

The Safety Officer should then walk the ground with a plan and mark out:

- The number of static posts, such as entrances and exits, that should be permanently manned by stewards. These stewards would normally be positioned there to ensure that there is no unauthorised access to the ground and, in an emergency, that gates can be opened to allow fans to leave quickly.
- The number of gates in the pitch perimeter fence barrier that might need to be opened in an emergency. A steward should ideally be placed on each of those gates and each of those steward positions should be considered a static post.

The Safety Officer should then also consider:

- Is there a need for additional stewards to be placed on the pitch perimeter to prevent spectators gaining unauthorised access to the field of play?
- The number of stewards that would be required to respond to any incidents which might affect spectator safety or disrupt the normal operation of the ground.

The Safety Officer should then set out the steward numbers and their locations in a document called the Stewarding Plan.

As said earlier there is no master blueprint which will cover every ground or every event. That is why the Stewarding Plan must be ground and event specific and the best person to determine this is the person responsible for safety at the ground. Stewarding Plans will vary greatly from club to club. At

some grounds, it might be determined that in addition to the Safety Officer only 3 to 4 stewards are necessary, but at the larger grounds 50 plus stewards might be needed. The important thing is that the Safety Officer records how he/she determined the number of stewards required in the Stewarding Plan.

The Green Guide contains more information on assessing the number of stewards required on a match day.

ii. Roles, responsibilities and duties of stewards

Having employed stewards it is important that they fully understand what will be required of them on a match day. Some steward applicants might think it is a way to get free entry into the ground and watch the game, but nothing is further from the truth. They will be required to attend matches in all weathers and be at the forefront when anything goes wrong, including on occasions having to deal with abuse from the fans when their team is not doing too well. This is why it is important that before employing anyone as a steward the person responsible for safety makes it very clear what their roles, responsibilities and duties will be and give this to them in writing.

There are ten basic duties that all stewards can be expected to perform and these can be summarised as:

- Caring for the health and safety of everyone attending the match.
- The need to carry out pre-match safety checks.
- Controlling and directing spectators.
- Assisting in all aspects of ground safety – the stewards are not there to watch the game!
- Staffing stadium entrance and exit points.
- Monitoring for any overcrowding amongst the spectators, particularly in standing areas of the ground.
- Assisting the emergency services if they should be called to the ground.
- Provision of basic First Aid.
- Responding to any emergency such as a fire.
- Undertaking emergency duties as required.

The Green Guide contains more information on the duties of stewards.

iii. Stewarding equipment

To enable them to discharge their duties effectively, stewards will require some basic safety equipment.

Experience has shown that fans react more favourably to stewards who are smart in appearance and who may be instantly recognised as a steward by wearing a high visibility jacket or tabard. It is equally important that in a crowd situation the stewards can be quickly identified by the Safety Officer and by the fans. If stewards are given specific roles and responsibilities, such as a 'Steward Supervisor', 'Car Park Steward' or 'Fire Steward', that role could be identified on the back of the high visibility jacket.

In an ideal world, steward radio communications will assist in the control and management of the event. However, based on risk assessments the Safety Officer may determine there is no need for the

provision of radios in the normal course of events. Although for any high profile fixture it would be sensible to have in place arrangements to hire-in radios.

As a reminder to the stewards of their roles, responsibilities and duties the Safety Officer should consider issuing them with a Steward Safety Handbook. This can be a very simple document which requires little effort to produce and examples are numerous around the country.

The Green Guide has more advice on this subject.

iv. Training of stewards including training links with other clubs:

All employers have Health and Safety responsibilities towards their employees and each football club has a duty of care towards the stewards employed at the ground. They may be part-time, match day employees, and in many cases unpaid, but the Chairman and Directors cannot avoid their Health and Safety obligations towards the stewards as employees. Part of that responsibility extends to ensuring that stewards receive training and are competent to discharge the duties required of them. The days have gone when anyone could turn up at a ground on a match day saying they want to be a steward, be handed a high visibility jacket or tabard and told to come in and do the job. Times have moved on from those days and the importance of proper training to do the job cannot be overestimated.

Since 1995 the Football Authorities have issued guidance on steward training and a new multimedia training package 'On the Ball' was issued in 2010 to clubs in the Premier League, Football League and Conference Premier Division. The package includes several training modules. It could take up to a year to fully train stewards at a club to this standard. It is, however, accepted that many clubs in the National League System may employ only a handful of stewards and it would be impractical for the club to employ competent trainers to train their stewards in all the modules of the 'On the Ball' training package.

But there are other ways in which training could be achieved and here are some ideas for the Safety Officer to consider:

- Would a local training college be able to provide safety management training and assessment?
- Is there a local Premier League, Football League or Football Conference club with a steward training programme in place which would allow your stewards to attend the training sessions?
- Are there other clubs in your vicinity in the same situation? Would it be possible to combine the stewards from each of those clubs in a central location for training purposes?
- Subject to there being no clash of fixtures, would it be possible for your club to utilise the services of qualified stewards from a local league club?
- Finally, although it is an expensive option, consideration could be given to employing agency stewards.

It is accepted that clubs playing in the National League System might find it very difficult to find the trainers and funding to train and assess stewards, but it is important and in the best interests of clubs

and their stewards that people are not employed as stewards on a match day without some basic training on roles, responsibilities and duties.

The Green Guide has more advice on the training of stewards.

v. Identify a Control Point

On the day of the match it is essential that the Safety Officer is located where he/she is easily identifiable and contactable. They must be issued with a high visibility jacket identifying him/her as the Safety Officer (or Chief Steward).

Regardless of the size of the ground or the nature of the event, a Control Point should be provided for the Safety Officer to operate from. At many grounds it will probably be considered unreasonable to provide a purpose-built control room equipped with modern safety systems such as CCTV, radio and emergency telephone communication facilities. However, consideration should be given to providing a Control Point at a recognised location known to all the club personnel. Examples of this could be:

- Club accommodation overlooking the pitch and spectator accommodation which gives the Safety Officer a good view of all that is happening.
- A temporary structure which gives the same facilities as the club accommodation.
- A sheltered part of the ground which again gives the Safety Officer a good view of the ground. This could be the back of a stand or shared accommodation with the PA announcer.
- The Officials/Players pitch access point.

Whatever the location of the Control Point it is essential that during the event the club management, match officials and stewards know where the Safety Officer is located and how he or she can be contacted in an emergency.

If any club is considering the provision of a purpose-built Control Room then they should not go down this path without taking account of the guidance in the Green Guide and the Sports Grounds Safety Authority guidance on Control Rooms:

<http://www.safetyatsportsgrounds.org.uk/publications/control-rooms>

vi. Identify communication needs

Clear, efficient and reliable communications are an integral part of managing safety at any ground, irrespective of its size and the crowd attendance. It is the means by which if anything goes wrong the Safety Officer can inform the safety staff and the spectators what is happening and what to do in an emergency.

Other than through direct personal contact with spectators and club staff the provision of a public address system is regarded as the best method of communication between the club, its staff and those attending the event. It allows for instant mass communication and in an emergency situation this will be vital in preventing panic.

However, at very small grounds with very few spectators this may not be needed where personal contact by the club stewards can provide the same service. It will, therefore, be a matter for every club to determine through a risk assessment process whether they consider the provision of a PA system is an essential tool in both the normal and emergency operation at the ground.

Good signage is also a very good communication medium in ensuring that spectators know where and how to get into the ground and, having entered the ground, to find their way around including the location of facilities such as toilet and refreshment points.

The Safety Officer should consider whether the provision of hand-held radios will assist in the control and direction of the stewards at the event. At a very small ground with few spectators the Safety Officer may be able to direct the stewards at a personal level without the need for radios, but it is something he or she should consider.

There should be an awareness of the extent of the ground's internal and external telephone network. In the event of any incident, for example if a spectator is injured, the Safety Officer must be able to call for assistance if necessary via the 999 system. If this cannot be done through the ground telephone network, then the Safety Officer should have a mobile phone capable of making emergency calls.

However, good communications are not solely dependent on the provision of equipment or systems. In small grounds, direct contact between the Safety Officer, stewards and the spectators can be just as effective in the management of the event and in the provision of good customer care and safety.

More information on Communications can be found in Chapter 16 of the Green Guide.

Stadium Safety in the National League System

Part 3 – Managing Safety at the Stadium: Preparing for the Match Day

In this section we will look at how to prepare for the match day, how to manage safety on a match day and how to demonstrate it.

Planning and preparation

Before a safety officer can even start to manage safety at a football match, he or she will need to get to grips with a number of essential planning and organisational tasks. Having good plans in place will pay dividends come the match day. We will now look in some detail at some of the issues that need to be considered.

i. Prepare a Spectator Safety Policy

The Spectator Safety Policy is the means by which the Chairman and Directors show they have given thought and attention to determining the way they intend to manage the care, safety and wellbeing of everyone present in their ground on a match day. It is not until someone sits down to write the policy that the responsibilities of the Chairman, Directors and the Safety Officer become clear, as well as, in the event of any safety failure, the accountability for such failure which could result in Court proceedings against the club, its directors and officers. This, therefore, is the key document in ensuring everyone at the club fully understands what spectator safety means, how it will be achieved and the consequences of failure.

The document should identify:

- The ground management's philosophy on safety.
- Who has ultimate responsibility for safety at the ground.
- To whom safety responsibility is delegated.
- The chain of command.
- The implementation of the safety policy, including communication to those that have to implement the policy.

What is important to remember is that whilst the Chairman and Directors may delegate match day safety responsibilities to a responsible person they can never delegate their ultimate accountability for safety should anything go wrong.

A sample Spectator Safety Policy can be found here [Spectator Safety Policy](#) and further information is available on the Sports Grounds Safety Authority website.

ii. Operations Manual

Another option is to produce a comprehensive Operations Manual, setting out not only the club's Spectator Safety Policy, but also all operational arrangements. An example of a club Operations Manual is contained as separate appendix (go back to the main screen).

iii. Prepare match day risk assessments, including fire risks

One of the responsibilities of the Safety Officer is to identify the hazards at the ground. Anything that could cause harm to anyone in the ground is a hazard and this can include fire, structural failure, power failure, crowd disorder or uncontrolled crowd movement which could cause crushing. These are only examples, since all grounds are different and will have differing hazards which will need to be considered.

Having identified the hazards then the Safety Officer should then look at who might be harmed by the hazards and how.

The next stage is for the Safety Officer to evaluate the risks and decide whether existing precautions at the ground are adequate or whether more needs to be done to prevent harm, for example repair a trip hazard. The Safety Officer should then record the risk assessment, including the measures put in place to reduce any risk to as low as reasonably practicable.

One of the greatest hazards at all sports grounds is the risk from fire. The Chairman and Directors should be aware of their obligations under the Regulatory Reform (Fire Safety) Order 2005 with regard to planning, organising, controlling, monitoring and reviewing preventive and protective fire safety measures. This includes all areas of the ground such as offices and players' and spectator accommodation. Unless the Safety Officer has competency in this area it is suggested that the Club Chairman and Directors employ a competent person to undertake this procedure. At a small ground this will not be an expensive process.

These procedures may sound very complicated but they really are simple processes and will assist the Safety Officer in assessing the steward staffing levels and how the stewards will be deployed on a match day.

An example of general match day risk assessment criteria can be found here: [Risk](#)

An example of a fire match day risk assessment can be found here: [Fire](#)

A sample match day operations general risk assessment format is contained as separate appendix (go back to the main screen).

iv. Produce Ground Regulations:

Most leagues in the National League System should have a standard set of Ground Regulations governing the types of objects and spectator behaviour that will and will not be allowed in the ground on a match day. In the absence of any generic Ground Regulations produced by the league, it should be a matter for each football club to produce their own Ground Regulations. All grounds are private property and the club Chairman and Directors have the right to prohibit entry to their ground or if the conduct of anyone in their ground is unacceptable to require them to leave.

Ground Regulations could cover the following activities:

- Prohibition of alcohol being brought into the ground.
- Being in possession of articles such as knives, fireworks, flares or smoke bombs, air horns, flags, banners or anything likely to cause harm.
- Violent disorder
- Coin or bottle throwing.
- Going onto the field of play without authority.
- Drunkenness.
- Abusive behaviour towards players, match officials or stewards.

Examples of club Ground Regulations can be found here:

<http://www.maidstoneunited.co.uk/ground-regulations>

v. Medical Plan

The Club Chairman and Directors have a responsibility for all aspects of spectator safety in their ground including how to respond to a spectator who might be taken ill or injured during the event. The arrangements for this can be outlined in a document called the Club Medical Plan.

Through a process of risk assessments and taking account of current guidance the Safety Officer will have to consider the following:

- Based on an anticipated crowd attendance of 2,000 or more the provision of a Crowd Doctor whose first duty must be to the crowd.
- Based on an anticipated crowd attendance of over 5,000 the provision of a paramedic ambulance crew and an ambulance officer.
- The provision of first aiders related to the anticipated crowd attendance. No event should have less than two first aiders, with an additional first aider for every 1,000 spectators.
- Dependent on the size of the ground and average attendances the provision of a first aid room may be necessary, but at many grounds in the National League System this will not be essential.

Whatever the outcome of the risk assessments the Safety Officer should identify in the Medical Plan the procedures for the provision of first aid to spectators. At a ground with very low average attendances the Medical Plan may well be just to dial 999 for an ambulance to attend to a spectator taken ill or injured during the event.

Pages 177-178 of the Green Guide have more information and a specimen Medical Plan can be found here: [Medical](#)

vi. Traffic Management Plan

The majority of grounds will have some provision for the parking of vehicles for Directors, match officials and players and also for spectators' vehicles and for the visiting team and supporters' coaches on club property. Wherever vehicles and pedestrian movements take place in the same area there is always a risk of injury and the purpose of the club's Traffic Management Plan is to provide details of the operating and control systems for the safe movement of vehicles, pedestrians and club employees in and around the ground's car parking facilities.

The Traffic Management Plan can make reference to:

- Public transport to and from the ground and details of any local car parking facilities.
- Details of the ground parking facilities, including the number of vehicles which can be accommodated in any area.
- Parking facilities for persons with a disability, any emergency service and first aid vehicles should also be identified in the Plan.
- Will Car Park Stewards be required to assist in vehicle parking and to take any car park monies? If Car Park Stewards are employed, consideration will have to be given to their Health and Safety requirements such as the provision of high visibility clothing and training on how to undertake their duties. Such training might include instruction such as never standing in front of vehicles or helping drivers to navigate into a parking space. This advice comes as a result of the fact that in October 1998 a football club steward was killed when he was helping the driver of the visiting team coach reverse into the coach parking space at Highfield Road Stadium in Coventry and was crushed to death.
- If Car Park Stewards are employed then they should be provided with a Job Description detailing their roles, responsibilities and duties.

A specimen Traffic Management Plan can be found here: [Traffic](#).

vii. Contingency Plans

Reference has been made previously for the need for the Safety Officer to identify the hazards at the ground and to produce risk assessments. Based on this process the Safety Officer should draw up Contingency Plans setting out how the club, the Safety Officer and the stewards would respond and deal with any incident likely to affect the safety of anyone at the ground or disrupt the normal operation of the ground. Contingency Plans therefore are the means of planning for the uncertainty of any occurrence.

Put another way, 'Failing to plan is planning to fail'.

Since every ground is different so will the Contingency Plans vary in their content and methods of responding to any incident. However, the types of hazards likely to affect safety at clubs playing in the National League System are likely to be the same and will include:

- Fire.
- Damage to structures.
- Power failures.
- Safety system failures such as the PA system.
- Late arrival of fans.
- Severe adverse weather conditions.
- Abandoned games.
- Emergency evacuation.

This is not an exhaustive list, but will indicate to the Safety Officer the type of incidents which he/she might face during the course of a season and why it is necessary to plan in advance how the club and its stewards will respond should such an incident occur. For example, in the case of a fire who will contact the Fire and Rescue Service and how? If there is a power failure, who will contact the power supplier and how? If the ground has to be evacuated, who will make that decision and how will the stewards and spectators be told? It will be too late to consider how to respond to an incident if you wait until it happens. A set of simple Contingency Plans will prove invaluable on the day if things do not go according to plan.

A specimen set of Contingency Plans is contained as separate appendix (go back to the main screen).

viii. Match day records

In order to demonstrate that the club takes their obligations for spectator safety seriously then it is in the club's interest to maintain a set of match day records which clearly shows the club's commitment to safety. Such records will also demonstrate that the ground is fit for purpose and that any faults or incidents likely to affect safety are properly recorded with details of any subsequent action to remedy the problem.

Again all grounds vary, as will the nature of the event and the anticipated crowds, but a simple set of records will prove the degree of preparation for any event and if anything goes wrong provide a safety audit to demonstrate that the club took every effort to secure the safety and wellbeing of everyone attending the event.

Examples of records which can demonstrate this include:

Prior to the turnstiles being opened:

- Pre-event ground checks when the Safety Officer examines the ground prior to the day of the event to identify any hazards which need to be resolved.
- After stewards have been briefed they carry out a search of their area for any hazards such as damage to structures or perhaps a suspect package.
- Any safety systems such as any Control Point, CCTV, PA system and steward radios are fully operational.
- A record that all the fire fighting equipment and any emergency lighting is fully operational.
- If there is a first aid room that it is fully operational.
- Steward details are recorded together with their deployments.

During the event:

- Details of any safety related issue including any ground defects which need to be remedied before the next game.
- Details of any spectator medical treatment.
- Details of any complaints regarding safety at the ground.

After the event:

- Details of the post-match inspection by stewards and the safety officer.
- Details of any match day pitch incidents reported upon by the referee.

Whilst the Safety Officer can devise forms which will demonstrate the result of the match day records, the same objective can be achieved by maintaining the records in a simple log book retained by the Safety Officer. The main thing is that the club is able to show through a system of records that reasonable safety is not regarded as a one-off concept, but something they work towards at every match.

A template for a match day accident report form can be found here: [Accident](#)

A template for a match day lost property form can be found here: [Property](#)

A template for a club pre-match inspection form can be found here: [Inspection](#)

A template for a club post match inspection report form can be found here: [Report](#)

Preparing for the match day:

The role and responsibilities of the safety officer are all geared towards the match day kick-off. Generally, club safety officers will start their planning for a match some two, three or even four weeks ahead. They will liaise with the visiting team's safety officer, speak to their police football intelligence officer, carry out research on the Football Safety Officers' Association website. In conjunction with that, the safety officer will do periodic checks of the stadium, some 24 or 48 hours or before a match and again on the match day morning to make sure that there are no known safety hazards in the stadium.

Briefing and de-briefing of stewards:

It is important for the stewards who will assist in the management and control of the ground on a match day to know what to do if anything goes wrong and how they should respond to any incident. Prior to every event it is crucial that the stewards know what is happening on the day and so prior to their deployment the Safety Officer should ensure the stewards are properly briefed with regard to:

- Details of the match.
- Anticipated home and away attendances and the location of the fans if the ground is segregated. At many grounds there will be no segregation.
- Any anticipated crowd problems.
- Any specific hazards related to the match.
- A reminder of the ground emergency procedures.
- The steward deployments during the match.

It is always useful for the Safety Officer to prepare the briefing in advance of the briefing session so he/she is clear what they intend to say and do not miss out delivering any vital information. It is also useful to write down the briefing notes so that in the event of anything going wrong there is a record of just what was said to the stewards prior to the match.

As well as briefing the stewards it is equally important that they are de-briefed after every game. Stewards are very much the eyes and ears of the Safety Officer and, having spent the match out on the ground, who better to tell the Safety Officer how the match went from their perspective. It is also the opportunity to highlight any incidents or damage to the ground which might need to be acted upon prior to the next match.

More information on briefing and de-briefing is contained on page 44 of the Green Guide. A sample steward match day briefing template can be found here: [Briefing](#)

The Safety Officer's match day role

On a match day the Safety Officer should expect an early start and be prepared to continue the preparations undertaken throughout the previous weeks. Early on match day, the Safety Officer should do a walk round internally and externally, to make sure that the ground is fit for purpose. Before you open any turnstiles you have got to make sure that there are no hazards and no risks that might affect the spectators when they come through the gates.

Challenges

Every ground, every club and every safety officer will face similar problems when managing safety. The type of challenges that arise will vary depending on the size of the club, but whether you are a Premier League club or a club playing in the National League System there will always be a unique set of challenges. Having the appropriate plans, systems and procedures in place will help any safety officer cope with the challenges that they may face on a match day.

Stadium Safety in the National League System

Part 4 – Managing a High Profile Match

Every now and then clubs get a home match that is “bigger” than the norm. It could be a match in the FA Cup, FA Trophy or FA Vase, it could be a local “derby” match, or a pre-season friendly match against a team from a higher league. In other words, a game where a higher than average crowd would be expected and, if it’s a cup tie, the club could have only two or three weeks to prepare for staging the game.

Preparing for such a game can be a test for the smaller club in maintaining a safe environment for spectators. There are four key areas for clubs to consider:

Risk Assessment

The home club should firstly undertake a risk assessment for the fixture, working in conjunction with its local police and local authority. Key issues to be considered are:

- Can the ground safely accommodate the anticipated numbers of spectators?
- What about supporter access to the stadium?
- Is there sufficient car parking?
- Are there sufficient refreshment and toilet facilities?
- Does the club have the ability to manage the safety of spectators in a crowd of that size?
- Is there a competent Safety Officer and trained stewards?
- What numbers of spectators will attend from the visiting club?
- Where in the stadium will the visiting fans be accommodated?

Safety Management

The host club could consider bringing in a safety officer (or deputy safety officer / chief steward) from a local Premier League, Football League or Football Conference club to manage the match for them. An agreement may be reached whereby that person could also be able to provide trained stewards and, possibly, radios for communication. Alternatively, there are private agencies who can provide trained stewards to augment the host club’s personnel.

Liaison with Local Police

The home club should also make early contact with their local police to discuss arrangements for the game. The local police should then make contact with the police in the visiting club’s area, to exchange information ahead of the game. In discussions between club and police, a view could be taken on whether a (limited) police presence at the game would be desirable.

Sale and consumption of alcohol

Given the possible high-profile nature of the game, the club should review its policy on the sale and consumption of alcohol at the ground and ensure that supporters are not able to consume alcohol on the terraces. Stewards may need to be deployed to prevent alcoholic drinks from being brought into the ground and/or taken outside the club house or into spectator viewing areas.

For matches considered high-risk, alcohol should not be sold at all, or should cease to be sold 30 minutes before kick-off.

Checklist of key issues

The following checklist helps to outline the key areas for the home club to consider in planning for a high profile game.

PRE-EVENT CONSIDERATIONS	
Meetings	Internal/Safety Advisory Group/Police/Ambulance/Fire/Contact Experienced Safety Officer/ visiting club safety officer
Transport	Ingress & Egress from venue both foot and vehicular/car/coach parking areas/staffing
Admission	Numbers expected/ticket arrangements/all ticket/seat tickets/cash on turnstiles/arrangements to deal with cash from turnstile to secure area
Segregation	Standing/seating areas/any history between two sets of supporters/sale of alcohol/additional toilets/catering outlets
Staffing	Additional stewards/Agency/Visiting club/other clubs in area/policing required/turnstile operators/gate people/CCTV operators/loggist
Medical	First Aid/ Paramedics/Doctor/Medical plan
Communication	Control room/radios/CCTV/telephone/public address system
Broadcasters	Secure parking area/location of cameras/radio broadcaster facilities
Documentation	Contingency Plan/Match day aide memoir
EVENT DAY	
Pre Staff Briefing	Ground check for safe admission of spectators/segregation in place/any hazards/unobstructed ingress
Staff Briefing	Comprehensive/ familiarisation/what is expected of staff/emergency action/liaison with emergency services first aiders
Debriefing after event	Thank staff/any issues to be highlighted/

Stadium Safety in the National League System

Part 5 – Safety Management at a Step 3 Club

This film hopefully shows that clubs at every level can operate a basic safety management system and that thinking about safety at a football ground does not need to cost the club a lot of money.

The film shows a club whose Chairman and Board of Directors take a positive approach to stadium safety, having appointed a stadium safety officer and provided him with the necessary tools to carry out his role. The safety officer, with a professional background in health and safety, has developed an operations manual and has put operational systems and procedures in place, with a risk assessment completed ahead of each match. On match days the safety officer carries out a pre-match inspection of the stadium structures and spectator facilities, he briefs the stewards ahead of the game so that they know exactly what is expected of them at the match and he carries out a de-brief after the match, thus going over any learning points for future games.

The safety officer points out that all of the safety staff at the club are volunteers and that the club's stewards have been trained with the assistance of a local training company, at no cost to the football club. So providing a safety management system can be achieved at little cost to the football club.

The safety officer also points out that when he started in the role he made contact with safety officers at League clubs and received a lot of help and advice from them. He has also become a member of the Football Safety Officers Association.

So most of the advice contained in this booklet can apply to all clubs at whatever level they play at. The key principles are the same for all clubs.

The Football Association

April 2014



KIDDERMINSTER HARRIERS FOOTBALL CLUB

Spectator Safety Policy Statement for:

**Aggborough Stadium,
Hoo Road,
Kidderminster DY10 1NB.**

This document shall be regarded as an extension of the Clubs Health and Safety Policy Statement as required under the Health and Safety at Work etc. Act 1974. The Health and Safety Policy is retained in the Club Operations Manual.

SECTION A: GENERAL POLICY.

A1 PERSON WITH FINAL RESPONSIBILITY:

Mr Mark Serrell – Club Chairman.

A2 SAFETY FACILITIES:

The Chair and Directors of Kidderminster Harriers Football Club undertake to ensure as far as reasonably practicable, that all premises and facilities at Aggborough Stadium are constructed, maintained, checked and managed in such a way that as far as is reasonably practicable that the reasonable safety of everyone attending a match at the Stadium is assured.

The Spectator Safety Policy is an extension of the written statement of policy drawn up by the Club in accordance with the legal requirements of the current Health and Safety at Work Act and related Regulations. It is intended to demonstrate the Club senior management's policy and commitment to the care, safety, security and welfare of all spectators when attending matches at Aggborough Stadium.

A3 SAFETY STAFF AND SYSTEMS:

The Chair and Directors of Kidderminster Harriers Football Club undertake to provide sufficient competent staff to operate the Stadium safety management systems as required by the General Safety Certificate issued by Worcestershire County Council to Kidderminster Harriers Football Club to ensure the safe admission, accommodation and exit of spectators at all times the Stadium is in operation on a match day.

SECTION B: ALLOCATION OF RESPONSIBILITY WITHIN THE CLUB.

B1 PERSON WITH OVERALL SPECTATOR SAFETY RESPONSIBILITY:

Mrs Ruth Serrell, Chief Executive Officer/Director.

Nominated by the Board to ensure that the Spectator Safety Policy is implemented.

B2 PERSON WITH DAY-TO-DAY SPECTATOR SAFETY RESPONSIBILITY:

Mr Dave Preece – Safety Officer.

Nominated person to instigate, supervise and undertake detailed safety management requirements in liaison with Worcestershire County Council (the Council), West Mercia Police, Hereford and Worcester Fire and Rescue Service, West Midlands Ambulance Service, Wyre Forest District Council and St. John Ambulance in accordance with the Club Spectator Safety Policy and the General Safety Certificate issued to the Club by the Council. The Safety Officer shall hold a Level 4 NVQ in Spectator Safety Management.

B3 PERSON WITH MATCHDAY SPECTATOR SAFETY RESPONSIBILITY:

Mr Dave Preece – Safety Officer.

Has delegated total operational responsibility for the safety of spectators on a match day. In respect of any safety related issue all Club employees shall respond to and operate under his control and direction.

B4 DEPUTY TO THE PERSON WITH MATCHDAY RESPONSIBILITY:

Mr Keith Mansell – Deputy Safety Officer.

Nominated person who will assume match day responsibility should the person in B3 not be present. The Deputy Safety Officer shall hold a Level 4 NVQ in Spectator Safety Management.

B5 PROMULGATION AND MONITORING OF THE SPECTATOR SAFETY POLICY:

The Safety Officer will be responsible for monitoring the effectiveness of the Spectator Safety Policy and its communication to all employees.

Each Departmental Head will ensure all their staff are familiar with this document.

All new employees will be made aware of the Spectator Safety Policy on induction and it will be included in staff training.

B6 SPECTATOR SAFETY POLICY REVIEW:

The Spectator Safety Policy will be subject to regular review as an agenda item of the Club Board of Directors, the date of each review being recorded on Board minutes.

Such review will assess changing hazards, risks, evaluation of safety management performance, taking into account any accidents or incidents or any undesired circumstances or near misses which have the potential to cause injury or harm to spectators.

SECTION C: SPECTATOR SAFETY OBJECTIVES

C1 ORGANISATION / STRUCTURE FOR IMPLEMENTING THE SPECTATOR SAFETY POLICY:

The Club will operate a spectator safety structure based on the following:

- **Chairman**
- **Chief Executive Officer.**
- **Safety Officer.**
- **Deputy Safety Officer.**

- **Steward Supervisors.**
- **Stewards.**

(See Appendix 'A')

Spectator safety relies upon the stewards implementing the Spectator Safety Policy and referring any difficulties to the Safety Officer.

At all times spectator safety responsibility will follow the organisational chain of command and all spectator safety matters will be dealt with within this structure.

C2 ARRANGEMENTS FOR MONITORING POLICY:

All staff performing a spectator safety function will be encouraged to participate actively in achieving an effective system of overall spectator safety. Through a system whereby staff are continuously briefed and debriefed on the assessment of hazards, risks, analysis of injury and any incidents which occur, it is expected that the achievement of the overall Spectator Safety Policy will be monitored at all levels within the above organisational structure.

Assessment of the Club's safety management performance will be by briefing and debriefing, formal training and assessment sessions, match day risk assessments, analysis of medical treatment statistics and communications from spectators and members of the Kidderminster Harriers Football Club Safety Advisory Group.

C3 CROWD MANAGEMENT:

Entry of spectators:

The Club will ensure the provision of adequate spectator and staff entry systems to the Stadium. Turnstile monitoring and CCTV will be used to ensure that the prescribed capacities for any area of the ground are not knowingly exceeded. The Club will employ sufficient competent staff to manage the entry of spectators prior to and during each match as required by the General Safety Certificate.

Special arrangements will be made for persons with disabilities.

Management of spectators in the ground:

The Club operates a spectator safety management system incorporating senior safety staff, stewards and safety systems as required by the General Safety Certificate to ensure the reasonable safety of spectators when entering, viewing the match and leaving the Stadium. Signs, which govern hazards or relate to safety matters, will be placed prominently at all points of the Stadium as required by the General Safety Certificate.

Any safety matters which are specific to any match will be conveyed to spectators at the event either by the PA system, the match day programme or such other means as may reasonably be required. The Club in consultation with West Mercia Police (if present at the Stadium) will resolve matters which relate to public order incidents or any other type of criminal activity.

Exit of spectators:

The Club will ensure the provision and maintenance of an adequate number of exits from the Stadium to accommodate the safe exit by spectators of the maximum capacity of any area in use. All exits will be permanently manned or viewed by competent staff and all such exits will be clearly identified as required by the General Safety Certificate.

Special arrangements will be made for persons with disabilities.

C4 STEWARDING:

The Club will recruit, train and maintain a sufficient number of competent stewards to meet its obligations under the General Safety Certificate and in compliance with the Club Stewarding Plan. In addition to this the Club will provide sufficient stewards to carry out all necessary tasks including enforcement of the Ground Regulations. Stewards will ensure the implementation of the Club searching policy for spectators on arrival at the Stadium, that they are only admitted to the areas of the ground permitted by their ticket and by the segregation policy, that they behave in a way which does not compromise their safety or the safety of others and that they leave in a safe and orderly manner.

Matters of criminality or public disorder will be referred to West Mercia Police.

The Club will adopt the guidance provided by the joint football authorities in relation to the training and conduct of stewards. All stewards will be required to attain the Level 2 NVQ in Spectator Safety and stewards carrying out licensable activities as prescribed in the Private Security Industry Act 2005 are exempted or licensed as appropriate in accordance with the Club policy statement.

Full details of the stewarding operation at Aggborough Stadium are identified in the Club Stewarding Plan retained in the Club Operations Manual.

C5 INSPECTION AND SAFETY REVIEWS:

The Club will operate a system whereby all systems and equipment used as a part of the match day safety operation are subject to inspection and test as required by the General Safety Certificate. The result of all inspections and tests will be recorded and retained as required by the General Safety Certificate.

The result of all inspections, tests, ongoing safety reporting and recording systems which make up the event risk assessment will be reported to the Chair and Board of Directors and will form part of the annual Club Spectator Safety Policy review and audit by the Safety Officer.

C6 COMMUNICATIONS:

With the public:

The Club will endeavour to promote good relations and communications with the public/spectators by the following methods:

- *Information in match day programmes*
- *Club publications including their web site*
- *Public address system*
- *Encouragement of supporters clubs/membership schemes*
- *Encouragement of stewards in customer care*
- *Encouragement of feedback from all sources both inside and outside the Club regarding events at the Stadium.*

With staff:

The Club will encourage two-way communication with staff on all spectator safety-related matters. Periodic staff training sessions will support this.

Staff will be encouraged, through the chain of command, to comment on any spectator safety related matter at any time and a record will be made of all such comments and any action taken.

With other agencies:

The Club will provide facilities for both pre and post match briefings between the Club, emergency or other external services. The Club will endeavour to provide representation at the appropriate level for all meetings with such agencies and in particular the Safety Advisory Group. The Club will encourage liaison with all agencies through joint exercises, planning and exchange of intelligence and information.

C7 FIRE PRECAUTIONS:

The Club will endeavour at all times to minimise the danger and effect of fire. This will be achieved by a process of fire risk assessments in compliance with the Regulatory Reform (Fire Safety) Order 2005. The fire risk assessments are retained in the Club Operations Manual.

The Club will employ a specific competent fire steward, keep litter to a minimum and enforce the Club no smoking policy in enclosed and semi enclosed areas. The Club will also ensure that all Stewards receive training in Basic Fire Awareness procedures.

C8 FIRST AID/MEDICAL PROVISION:

The Club will ensure the provision of medical facilities, ambulance and first aid requirements as specified by the General Safety Certificate.

The Club will arrange for the attendance of a Crowd Doctor at matches as specified in the General Safety Certificate.

The Club will provide facilities for the use of the ambulance and first aid personnel as required by the General Safety Certificate.

All stewards will be trained in Emergency First Aid procedures.

Full details of the medical support arrangements for matches at the Stadium are contained in the Club Medical Plan which has been approved by the Safety Advisory Group. The Plan is retained in the Club Operations Manual.

C9 STADIUM CONTINGENCY PLANS:

The Club will take all reasonable steps, through a process of risk assessment, to identify all possible hazards, which could affect the reasonable safety of spectators or disrupt the normal operation of the Stadium whilst spectators are in the Stadium and prepare contingency plans to deal with such incidents. Where such incidents could lead to a major incident the Club will brief the emergency services and work with them to ensure that these plans are compatible and adequate.

The Club will document such plans and test their effectiveness on a regular basis through exercise and reviews as required by the General Safety Certificate and the Safety Advisory Group.

A copy of the Contingency Plans is retained in the Club Operations Manual.

C10 MAINTENANCE OF RECORDS:

The Club appreciates the importance of producing and maintaining records for all spectator safety related matters particularly those required by the General Safety Certificate. In this respect competent persons will carry out all inspections, tests and records of structural, electrical, fire and mechanical issues as required by the General Safety Certificate.

All match day records as required by the General Safety Certificate will be maintained by the Safety Officer in the Stadium Control Room. They shall be made available for inspection by any approved person such as members of the Safety Advisory Group.

All steward training and assessment records shall be maintained by the Safety Officer.

C11 SUMMARY:

The effectiveness of the Club Spectator Safety Policy relies on everyone associated with the Club recognizing that spectator care, safety and well being must have primacy during any match at the Stadium. The success of the safety management operation at the Stadium also relies on everyone at the Club working as a team to ensure the primacy of spectator care and safety. This is why any problems related to the implementation of this policy or ways in which spectator safety can be improved upon must be reported to the Company Secretary or Safety Officer so that these can be considered by the Chair and Board of Directors.

This policy in respect of spectator safety for Aggborough Stadium was signed by:

Mark Serrell.

Chairman.

Date: 1 August 2013.

APPENDIX 'A'

KIDDERMINSTER HARRIERS FOOTBALL CLUB

SPECTATOR SAFETY POLICY ORGANISATION

CHAIRMAN.

CHIEF EXECUTIVE OFFICER.

SAFETY OFFICER.

DEPUTY SAFETY OFFICER.

ASSISTANT SAFETY OFFICER.

STEWARD SUPERVISORS.

STEWARD RADIO CONTROLLER/LOGGIST AND CCTV OPERATOR.

STEWARDS INCLUDING FIRE AND CAR PARK STEWARDS.

TURNSTILE OPERATORS (ADMINISTRATION CONTROL).

Football Club

JOB DESCRIPTION

Post: Safety Officer
Location: The Football Club Stadium
Responsible to: General Manager

Primary Role:

To ensure, as far as reasonably possible, the safety of everyone attending events at The Football Club Stadium, in accordance with the Safety Certificate terms and conditions and the Club's Policy Statement of Spectator Safety. The post holder shall have no other duties on a match day, other than those involved in the execution of the role of Safety Officer.

Position in the Organisation:

The post holder will be a senior member of staff at the Club, responsible to the Chairman of the Board of Directors and the General Manager for establishing suitable systems and controls for the safety and security of spectators attending events at The Football Club Stadium.

Responsibilities – General:

- Assume responsibilities on behalf of the Club and the Chairman of the Board of Directors for the provisions of the General Safety Certificate issued by XXXXXXXXXXXXX County Council and the Club's Policy Statement on Spectator Safety.
- Continually review all stewarding at The Football Club Stadium and make appropriate recommendations to the General Manager for corporate consideration.
- Assume responsibility for the provision of training and assessment for all Stewards employed at the Club.
- Act as the representative of the Club in regular consultation with senior members of the XXXXXXXXXXXXX Police, XXXXXXXXXXXXX Fire Service and XXXXXXXX Ambulance Service, XXXXXXXXXXXXX County Council and The Football Licensing Authority on matters associated with the safety and security of spectators.
- Represent the interests of the Club and attend all Safety Advisory Group meetings of XXXXXXXXXXXXX County Council.

- Act as the Club Liaison Officer with the “Emergency Services” in the event of an unforeseen incident, ensuring that the General Manager is kept fully informed of any developments.
- Evaluate the performance of the Deputy Safety Officer, Assistant Safety Officer, Chief Stewards, Senior Stewards, Stewards and any specialist Stewards and initiate any action that may be required.
- Co-ordinate, monitor and advise upon all safety matters affecting the Stadium.
- Monitor stewarding levels on a match day to ensure effective and equitable distribution of staff commensurate with the General Safety Certificate.
- Liaise with the General Manager on any new legislation and safety related advice affecting the Club and arrange for implementation.
- Maintain a close liaison with the local Fire Prevention Officer regarding fire safety at the Stadium and ensure the fire safety instructions are adhered to.
- Be aware of the requirements of all Sports Grounds legislation, the Green Guide and other advisory documents, the Safety Certificate, the licence issued by the Football Licensing Authority and ensure compliance.
- Assume control on behalf of the Club on match days at The Football Club Stadium for spectator safety and security, acting in full co-operation with XXXXXXXXXXXX Police.
- Assume responsibility with the General Manager on behalf of the Club for the joint Statement of Intent agreed with XXXXXXXXXXXX Police.
- Ensure all conditions of the General Safety Certificate are fully complied with. In the event of any non-compliance for any reason the Safety Officer will inform the General Manager and XXXXXXXXXXXXX County Council as soon as possible.

24 hours before each Event:

1. Ensure:-
 - That any defects reported at the previous fixture have been rectified.
 - That the fire warning and automatic fire detection systems are tested and action taken to rectify any fault found.
 - That all communication systems are functioning correctly and action taken to rectify and faults found.
 - By means of a physical inspection of the ground that there are no hazards to spectators.

Before each Event:

1. Ensure:-

- That procedures are in force for identifying the sections of the ground to which spectators may be admitted.
- That strategic gates are identified and staffed by Stewards before spectators are admitted to the ground.
- That sufficient trained Stewards are in position to monitor and prevent overcrowding of spectators in any areas within the ground.
- That the computerised spectator counting system and monitors are fully operational and that, in the event of malfunction, there is a manual counting system that can be immediately introduced.

2. Ensure:-

- That there are sufficient trained Stewards available, together with sufficient Supervisors, positioned as prescribed in the General Safety Certificate.
- That all Stewards are fully briefed, having written instructions of their duties and what is expected of them during the event (the briefing should include details of the anticipated number of supporters expected to attend the match, together with an indication of any possible conflict that may arise between home and away supporters).
- That sufficient trained Stewards are provided and positioned to effect a safe and orderly evacuation of spectators in the event of an emergency.
- That all staff know the location of the Stadium Control Room, who is in charge of safety on the day and the line of communication with the Stadium Control Room.

3. Inspect the Stadium to ensure:-

- There are no stored combustible or hazardous materials that could present danger to spectators.
- That there are no materials that could be used as missiles.
- That all ingress and egress routes within the Stadium are clear of obstructions and that the surface does not present a hazard to spectators.
- That all exit gates are unobstructed.
- That all gates open easily and that any drop bolts or securing devices prescribed in the General Safety Certificate are functioning correctly.
- That copies of the ground regulations are displayed at all entrances to the ground.

- That all exit and directional signs are in place, are in a reasonable condition and illuminated (if appropriate).
4. Ensure that the following equipment/systems are tested and where necessary faults rectified:-
- CCTV system.
 - The public address system (test at each operating point).
 - Loud hailers.
 - Steward radio system.
 - Temporary lighting.
 - Fire fighting equipment.
 - Turnstile monitoring system.
 - Any equipment provided by the Club for use by the Emergency Services (to be tested in liaison with the relevant service).
5. Ensure:-
- That the medical support personnel as required by the General Safety Certificate are available.
 - That the first aid room, equipment and materials are in accordance with the provisions of the General Safety Certificate.

During each Event:

- The Safety Officer or an appointed deputy should be in attendance at the Stadium Control Room. The sole duty of that person during the course of the event shall be that of safety.

After each Event:

- Ensure that all litter and combustible waste or other materials are cleared from the ground.
- Inspect the ground to ensure it is free from signs of damage that might be of potential danger, and as appropriate, ensure that any action is taken to rectify any faults found.
- Liaise with the Police and other services to ensure any lessons from the event are considered for future fixtures.

Mid-season:

- Check the stewarding arrangements to ensure that there are sufficient Stewards available and that they have, or will, all receive the appropriate training.

Annually:

- Carry out a detailed annual inspection of the ground for signs of damage which may create a potential danger to members of the public. Such an inspection should be visual and include boundary walls, fences, gates, elements of structure and all safety installations. Any defects found must be recorded and action taken to rectify them as soon as possible.
- Arrange for a visual check of all handrails and for 25% to be tested (i.e. all elements should be tested at least once every four years), together with all other testing required by the General Safety Certificate.
- Provide as required by XXXXXXXXXXXXX County Council copies of all records of tests/inspections maintained as required by the General Safety Certificate.

Contingency Plans:

- In association with XXXXXXXXXXXXX County Council and the Emergency Services, produce plans to cover various contingencies up to and including the evacuation of the ground, or any individual part of it. These plans should not be confused with the Police, Fire Service and Ambulance Service's own major incident plans. Matters to be covered can include power failure, emergency communication, procedures for sounding the alarm and fighting fires, the evacuation of spectators including the disabled, the treatment of casualties and procedures for the assumption of operational control by the Police.
- Test the plans annually by way of an exercise.
- Review all contingency plans before the start of each season and immediately following any alteration to the ground or changes in the Club's operating procedures.

Training:

1. Ensure that all staff who are on duty for matches receive training in, or are made aware of, as appropriate:-
 - Their duties as Stewards, Turnstile Operators, Car Park Attendants and any Specialist Safety Personnel.
 - The action to be taken in the event of fire or other emergency.
 - Basic first aid.
 - The Club's contingency plans.
 - The Club's Spectator Safety Policy and Health and Safety Statements.

Records:

- Ensure the maintenance of records of all safety tests and/or inspections as required by the General Safety Certificate.
- All records shall be kept at the Club's premises and be available for inspection by any duly authorised person.

_____ **Football Club**

Match Day Risk Assessment Criteria

By example this form has been completed with suggested attendance sizes and controls. If used, you should amend through overtyping and deleting as appropriate for your Club.

In advance of each match, the Safety Officer will conduct a risk based assessment taking into account the match status and profile, events at recent home matches and recent history between the two clubs.

This process is intended to inform and guide planning for appropriate matchday safety arrangements, though it is recognised that actual arrangements on the day may vary to the proposed arrangements below, since each game needs to be assessed on its own particular merits, and dynamic risk assessment on the day may result in changes.

The risk assessment process for all *[Insert Club name]* F.C. 1st Team matches will determine the match as one of the three risk ratings outlined below:

Low Risk

Anticipated this is likely to be the majority of league, cup and friendly matches

Competitive matches – all the following conditions apply:

- Estimated attendance below 700
- Anticipated away support below 50
- No known reasons to suspect potential crowd disturbance
- No recent history of significant incidents between the clubs
- No other known reasons to raise the risk level above Low

Friendly matches – all the following conditions apply:

- Estimated attendance up to 1,000
- Anticipated away support below 250
- No known reasons to suspect potential crowd disturbance
- No recent history of significant incidents between the clubs
- No other known reasons to raise the risk level above Low

Proposed matchday arrangements

- Standard stewarding arrangements
- Standard communications and announcements
- Standard first aid arrangements
- No consultation with the Police or other authorities required

Medium Risk

Anticipated this is likely to be an occasional important league or cup competition match or a friendly against football league opposition

Competitive matches – any or some of the following conditions apply:

- Estimated attendance 700 to 1,000
- Anticipated away support of between 50 to 250
- Reason to suspect potential for crowd disturbance
- Recent history of low level incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk level to Medium, including intelligence or advice from the Police or other authorities

Friendly matches – any or some of the following conditions apply:

- Estimated attendance 1,000 to 1,500
(i.e. Football League/Premiership opposition)
- Anticipated away support of above 250 to 500
- Reason to suspect potential for crowd disturbance
- Recent history of low level incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk level to Medium, including intelligence or advice from the Police or other authorities

Potential additional matchday arrangements

- Provision of suitable number of additional stewards to supplement the standard stewarding arrangements
- Standard communications and announcements
- Consideration of use of plastic glasses at the bar pre-match and at half-time
- Consideration to exclude away supporters from the bar post-match
- Consideration to provide additional temporary toilet provision
- Additional dedicated first aider(s) on site to supplement standard first aid arrangements
- Inform the Police and other authorities as deemed appropriate, though consultation not a requirement

High Risk

Anticipated this is likely to be limited to high profile matches such as an advanced round in the FA Cup or FA Trophy/Vase, a league title decider, a league play-off match or a friendly against a high profile professional club

Competitive matches – any or some of the following conditions apply

- Estimated attendance 1,000+
- Anticipated away support of 250+
- Strong reason to suspect potential for crowd disturbance
- Recent history of significant incidents between the clubs

- Any other known reasons or foreseeable issues that raise the risk assessment rating above Medium, including intelligence or advice of the Police or other authorities

Friendly matches – any or some of the following conditions apply

- Estimated attendance 1,500+
- Anticipated away support of 500+
- Strong reason to suspect potential for crowd disturbance
- Recent history of significant incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk assessment rating above Medium, including intelligence or advice of the Police or other authorities

Potential additional matchday arrangements

- Consultation with Police to decide on required safety arrangements, including the level of stewarding and policing for the match
- Consideration of suitable ticketing arrangements
- Consideration of whether segregation arrangements required for the clubhouse and stadium
- Use of plastic glasses at the bar pre-match and at half-time
- Exclusion of away supporters from the bar post-match
- Consideration of the provision of separate turnstile arrangements
- Consideration of provision of additional temporary toilet provision
- Additional dedicated first aider(s) on site to supplement standard first aid arrangements
- Agreed communications and announcements
- Inform the Police and other authorities as deemed appropriate, though consultation not a requirement

Non first team matches

All other matches held at the stadium involving *[Insert Club name]* FC teams (e.g. reserves, under-18s or ladies) are anticipated to attract crowds of below 100 and are rated as very low risk. These can be adequately managed by club officials present, together with the team managers and their assistants and the match officials. If, by exception, a large crowd is anticipated that presents a higher level of risk, then *[Insert Club name]* F.C. will assess the risk and put in place appropriate arrangements.

Representative matches and hosted cup finals

These matches will normally be managed by the match organisers, as agreed with *[Insert Club name]* F.C.

FIRE RISK ASSESSMENT

By way of example this form has been completed with typical hazards and possible controls that may be in place. If used, you should amend through overtyping and deleting as appropriate to make it fit for purpose for your Club.

SECTION 1 - PREMISES PARTICULARS	
Premises Name Tel. No.	Use of Premises Football Stadium Clubhouse Car Park
Club Chairman	Clubhouse Manager/Licensee
Club Secretary	Matchday Safety Officer
Date of Risk Assessment	Review date for this Revision
<p>Note:</p> <p>This fire risk assessment covers <i>[Insert the scope of the fire risk assessment]</i></p>	

SECTION 2 - GENERAL STATEMENT OF POLICY

[Insert Club name] Football Club accepts its responsibility to comply with the requirements of the Health and Safety at Work etc. Act 1974, The Regulatory Reform (Fire Safety) Order 2005, The Fire Safety and Safety of Places of Sport Act 1987 and other subordinate legislation.

It further recognises the importance of providing a safe and secure environment for all people attending games and any other persons affected by the Club's activities and operations.

In exercising its responsibility and commitment, the Board of Directors of *[Insert Club name]* Football Club will ensure, so far as is reasonably practicable, the effective implementation of its health and safety policy, including fire safety.

SECTION 3 - MANAGEMENT SYSTEMS

Planning

This fire risk assessment has been compiled by the Football Club's Matchday Safety Officer, *[Insert name]*, on behalf of *[Insert Club name]* Football Club. The process has included detailed walkabouts on *[Insert dates]*. The outcomes of these walkabouts and this fire risk assessment will be used to inform the Board of any gaps, hazards and required actions to remove, reduce or control the risks and establish work priorities moving forward.

The premises are regularly visited by both the local Fire Service and the local enforcement authority (Council) to check safety arrangements. Their guidance and advice is acted upon as appropriate.

The premises have in place appropriate liquor license, places for public entertainment licenses, and temporary event notices. All require specific safety requirements that are also acted upon as necessary.

Organisation

[Insert Club name] Football Club has its own governance structure and *[Insert the name of the Board member who is responsible for health and safety management]* is responsible for the practical implementation of health and safety management. Collectively the Board is accountable as they make policy, determine priorities and allocate appropriate finances and other resources.

In Practice, the Clubhouse Manager takes day to day responsibility for the adoption and practice of the health and safety arrangements in the Clubhouse, including fire safety.

For matchdays, the Safety Officer and the Senior Steward lead on safety operations for the stadium, including fire and emergency arrangements outside the Clubhouse.

The *[Insert Club Officer role]* coordinates the general management and maintenance of the Stadium, working with various contractors and volunteers.

Control

The implementation of Clubhouse health and safety arrangements are the responsibility of the Clubhouse Manager and his/her team of employees/volunteers.

For the Stadium, the Safety Officer is to approve any building projects or changes to safety arrangements before implementation. A Matchday Operations Manual describes all safety responsibilities, standards and practices for the Club on matchdays.

All other staff (paid or volunteer) and officials of *[Insert Club name]* Football Club have responsibilities to deal with any health and safety issue they observe (if safe to do so) or report the issue to the Safety Officer or Clubhouse Manager as appropriate.

Monitoring

The Clubhouse Manager carries out a visual observation walkabout inspection on a daily basis to check that housekeeping and safety arrangements have not been compromised by the previous day's activities. Outcomes of these inspections are put right immediately wherever possible, or necessary arrangements are made to make conditions safe and instigate corrective action. Records are kept as deemed necessary.

As regards the Stadium, pre-match inspections are conducted before each first team match. These are recorded and actions identified as necessary, together with a post-match report. Additionally periodic detailed Stadium inspections are conducted and outcomes recorded with action planning processes to maintain and continually improve safety arrangements within and around the Stadium.

Review

Progress against agreed action plans is reviewed at Board meetings as considered necessary.

An annual fire risk assessment review will be conducted as a minimum, in the July/August period prior to the start of each new football season. Such review may occur sooner if significant changes happen that affect fire safety arrangements or if a fire related incident or near miss occurs.

SECTION 4 - GENERAL DESCRIPTION OF PREMISES

Football Stadium

Senior size football pitch surrounded by mainly concrete, brick and steel/metal construction enclosed stadium with low level spectator terracing, small seated stands under cover and ancillary accommodation supporting matchday operations as detailed below:

- Turnstile block
- Main entrance and circulation area
- Players dug-outs
- Players/officials protective tunnel
- Players/Officials changing rooms
- Matchday boardroom/utility/storage rooms
- Matchday catering unit
- Matchday club shop
- Treatment room
- Floodlight controls cupboard
- PA system room
- Toilet accommodation
- Grass areas within Ground
- Emergency exits and exit routes

All areas are rated as relatively low risk, with the exception of the hot food catering facilities that are rated as medium risk.

Occupancy/Use

Semi-professional level football *[Insert league name]* matches during football season from August to May – approximately 30 1st team matches per year

Average attendance about *[Insert number]*
Variable attendance from *[Insert low and high numbers]* depending on match competition and profile

Size

130m x 100m approx.

Maximum terrace is *[Insert no.]* rows

Maximum seating is *[Insert no.]* rows

The stadium has good wheelchair access to most areas and accessible routes to all fire exit points, which all open to level hard standing or pathways to places of relative safety

<p>Spectators reflect all different sections of our community, including children, elderly, people with disabilities</p> <p>Persons working (paid and volunteer) on a typical low risk game: Turnstiles x <i>[Insert no.]</i> Catering x <i>[Insert no.]</i> Matchday safety/steward/car park staff x <i>[Insert no.]</i> PA announcer x <i>[Insert no.]</i> Players/management x <i>[Insert no.]</i> Match officials x <i>[Insert no.]</i> Club officials x <i>[Insert no.]</i> Club shop x <i>[Insert no.]</i> Photographer/Videographer x <i>[Insert no.]</i></p> <p>Staffing arrangements are likely to be increased for occasional medium or high risk games.</p>	<p>Overall Ground capacity figures:</p> <p>Maximum allowable capacity based on the lowest calculated figure: <i>[Insert Stadium capacity no.]</i></p> <p>Calculated using figures below</p> <p>Entry capacity: <i>[Insert no.]</i> Exit capacity: <i>[Insert no.]</i></p> <p>Seated capacity: <i>[Insert no.]</i> Covered Standing capacity: <i>[Insert no.]</i> Uncovered standing capacity: <i>[Insert no.]</i> Total allowable capacity: <i>[Insert no.]</i></p>
<p>Clubhouse</p> <p>Used by the football club on matchdays and training nights, but also used for social club and community uses both during the day and evenings every day up to 11pm or midnight, depending on the day in question.</p> <p><i>[Describe the construction of the building].</i></p> <p><i>[Describe the miscellaneous uses of the Clubhouse and bars, e.g. Function room used for miscellaneous purposes, such as live music, parties/discos, wedding receptions, exercise classes, dance classes, etc.]</i></p> <p>All areas are rated as low risk, with the exception of the hot food catering kitchen that is rated as medium risk.</p>	
<p>Occupancy/Use</p> <p>Licensed bar areas Fruit machines/games machines Pool and darts areas Kitchen Office Toilet accommodation Performers' changing rooms Function Room with stage (up to <i>[Insert no.]</i> capacity) Bar (up to <i>[Insert no.]</i> capacity) Other areas (up to <i>[Insert no.]</i> capacity) Overall Clubhouse capacity up to <i>[Insert no.]</i> Visitors to the Clubhouse reflect all different sections of our community, including children, elderly, people with disabilities</p> <p>There is no sleeping accommodation on site and all people on site will be in an alert state and able to respond to an emergency or fire situation. Children are expected to be overseen by a responsible adult.</p>	<p>Size</p> <p>See attached Clubhouse plan for detail</p> <p>Overall footprint is: <i>[Insert Clubhouse size]</i> Function Room is: <i>[Insert size]</i> Bar area is: <i>[Insert size]</i></p> <p><i>[Describe wheelchair access]</i></p> <p>All routes for means of escape to open air pathways are relatively short with more than one alternative route from all parts of the premises. All lead to external assembly points and ultimately to the public highway.</p>

<p>It is recognised that adults using the premises, particularly for evening functions, may be drinking alcoholic beverages. Bar staff are aware of licensing requirements and their responsibilities with regard to intoxicated customers.</p> <p>The Club has <i>[Insert no.]</i> employees, one of whom will usually be present when the premises are open to the public and acts as lead fire warden. If not, one of the other bar staff will act as lead fire warden. All are familiar with evacuation procedures.</p>	
<p>Car Park <i>[Describe car park and overflow car park, including when likely to be busy]</i></p> <p>Rated as low risk.</p>	
<p>Occupancy/Use Staffed on matchdays only to direct traffic and manage parking arrangements efficiently and keep access to the Stadium for emergency vehicle access</p>	<p>Size <i>[Insert size and vehicle capacity]</i></p>
<p>SECTION 5 - FIRE SAFETY SYSTEMS IN PLACE</p>	
<p>Football Stadium Systems such as automatic fire detection and sprinklers are not required in external areas due to construction mainly of concrete, brick and steel/metal. Pre-match walkabouts take place to ensure no health and safety and fire risk situations have been created since the previous match. These are dealt with as appropriate pre-match, before spectators gather.</p> <p>All other areas and buildings are relatively small with immediate fire exit routes to open air. A PA system is available for public messages. Fire Wardens/Stewards would take action to move spectators away from any fire situation and begin an evacuation of the stadium. These areas include:</p> <ul style="list-style-type: none"> Players/officials protective tunnel Players/Officials changing rooms Matchday boardroom/utility/storage rooms Matchday catering unit Matchday Club shop Treatment room Floodlight controls cupboard PA system room Toilet accommodation <p>Fire safety signs and notices are in place, are highly visible and are compliant with current standards.</p> <p>Suitable fire-fighting equipment is in place as indicated on plans and their locations are indicated by suitable signage. These are to be serviced annually by <i>[Insert company name]</i>. Catering units additionally have fire blankets.</p>	
<p>Clubhouse Daily management walkabouts take place to check safety arrangements. At all times the premises is open, a member of staff is present. In the event of a fire staff would raise the alarm and shout 'Fire' to alert people present. They will then conduct a sweep of the premises to make sure people evacuate all areas, and to enable accurate reporting to emergency services of</p>	

people who remain in the building. Fire procedure notices are prominently displayed in the Clubhouse.

Emergency lighting is in place throughout the premises and at external fire exit routes from the building. Externally there is extensive borrowed light from nearby streetlights and houses that supplement lighting from the building to ensure safe egress from the building.

Fire safety signs and notices are in place, are highly visible and are compliant with current standards.

Suitable fire-fighting equipment is in place as indicated on plans and their locations are indicated by suitable signage. These are serviced annually by *[Insert company name]*.

The Clubhouse has *[Insert details of fire management systems, e.g. sprinkler system, fire break glass system and automatic fire detection systems (e.g. heat or smoke detectors)]*. The premises are not large and are staffed at all times it is open. There is no sleeping accommodation on site.

Car Park

None required.

Note:

Waste facilities are sited at *[Insert location]* away from buildings to minimize the risk of fire spread should a fire occur.

SECTION 6 - PLAN DRAWINGS

Overall Site

See Appendix A

Clubhouse

See Appendix B

SECTION 7 - IDENTIFIED HAZARDS AND CONTROLS IN PLACE (Current)

Football Stadium & associated buildings

Ignition sources

Cigarettes – no smoking in seated areas. All other areas are hard standing surfaces or grass areas with metal roofs where covered and no storage. Smoking is a negligible source of ignition risk.

Cooking in hot food catering unit. All equipment is electrical (e.g. chip fryer, griddle, fridge, freezer, warmer units, cooking rings, hot pie unit, microwave, and hot water urn). PAT testing in place. Fire extinguishers and fire blankets in place. Limited cooking (burgers and chips style) on to matchdays only, when several staff on-site at the unit.

Electrical equipment, e.g. washer/dryers for kit, floodlight equipment/controls, kettles – all PAT tested annually throughout ground. Fire extinguishers in place.

Fixed electrical system – certified by competent electrician every five years or when significant changes made

Arson – Stadium is secured, though it is recognised that the nature of the Stadium layout and build means potential exists for security to be breached. Therefore everything is stored away out of contact with heat sources (such as hot light bulbs) and all building and storage cupboards are locked securely to prevent unauthorized access. Little of any value is kept on site to reduce burglary risk. CCTV is in place at *[Insert details]*.

Fuel sources

Bins – removed and emptied following each match, so waste not allowed to build up

Storage in various cupboards within Ground – all securely locked in areas, access for authorised persons only. All arranged such that items are not close to or touching potential heat sources, such as a hot light bulb.

Catering unit – All equipment electrical and only used during matches. Unit provided with extinguishers and fire blanket. Housekeeping is generally to a good standard.

Clubhouse

Ignition sources

Cigarettes – no smoking indoors, designated external smoking areas and instructions are regularly given to function attendees

Portable heaters and electrical equipment – Annual PAT testing in place for all identified portable electrical equipment. Most are plugged direct into wall mounted sockets, though there is some use of extension leads and multi-point adaptors – none appear to be overloaded. Regular inspections visually check for signs of damage and all staff are informed where the fuse boxes are so they can turn off electricity in the event of an emergency.

Large electrical equipment, e.g. coolers, fridges, freezers, coffee machine, televisions, projectors, speakers, fruit/games machines, etc. All plugged into wall mounted sockets nearby with cables tied back appropriately.

Lighting equipment in Function Room – PAT tested annually and has secondary chain fall restraint in case a fitting fails.

Cooking in kitchen – electric/gas combined cooker, deep fat fryer and microwave. The kitchen is not in heavy use – mainly matchday players/officials hot food and occasional buffets with limited hot food.

Arson – No post box on building. Post box sited on main entrance wall external and remote from building. Clubhouse locked shut each night. CCTV and alarms in place to deter unauthorized entry and reduce risk of arson.

Fuel sources

Small volume hazardous and flammable substances locked in cleaning cupboard.

Stocks of bottled high alcohol volume drinks kept in locked storage cupboard.
No internal storage of waste – boxes removed to external waste receptacles away from the building.
Furniture and furnishings throughout the premises, mainly purpose designed for pub/club settings. None stored externally and internal storage organised and limited. When furniture is rearranged for different functions, consideration is always given to layout so escape routes are not compromised.
Noticeboards and frames pictures sited on some walls. Noticeboards managed to minimise paper buildup.
Stage in sections and size frequently changes, so no storage kept under stage.
Daily cleaning in place to keep potential buildup of dust and litter to a minimum.

Explosion risk sources

Pressurised beer pump systems and gas cylinders are in use that present risk of explosion if over-pressurised – these are kept in secure internal cellar areas behind the bars. Cylinders are maintained in the upright position and chained to the wall. These are used only by trained staff in line with manufacturer's instructions – contact with the cylinders is kept to a minimum and only when changing connections over. Examination inspections carried out by competent person - examined at least every 5 years with certificate displayed showing date of inspection. Managed by *[Insert company name]*, who replenish at least on a fortnightly basis and carry out visual inspection.

Structural features that could promote the spread of fire *[Insert details]*

Car park

Ignition sources

Arson
Vehicle fire

Fuel sources

Metal waste facilities accessible with risk of arson. Deliberately sited remote from any building or other combustible materials so any fire would be limited to the waste contents of the skip. Emptied on a regular basis. No waste storage allowed to be maintained around this area.

Cars parked in area – cars considered low fire risk. All parked for short time duration, generally when the area is busy with people. Site lighting and borrowed light from nearby street lighting and residential properties acts as a deterrent.

SECTION 8 – MEANS OF ESCAPE

Football Stadium

Access to the Stadium is controlled by a ticketing/counting system for general spectators. Other guest numbers controlled by a Steward with a guest list to prevent unauthorized access. Numbers controlled to authorised Stadium capacity, though in reality crowd sizes usually only *[Insert no.]* % of Stadium capacity.

The Safety Officer, Senior Steward, stewards, turnstile operators and club officials available to direct evacuation and usher crowd to fire exits. Procedures are in place for various scenarios in addition to fire.

Most of the Stadium is concrete/hard standing, with very little combustible materials and no obvious likely fire source or risk of spread of fire. The changing rooms, toilet block, catering units, PA room, Club Shop and treatment room are all small with obvious emergency exit to open air with escape distances being very short in all cases.

[Insert no.] number of highly visible fire exits from Stadium to the external open air assembly points at *[insert location(s)]*. Hard path surfaces lead around the Stadium towards the assembly point – lit by existing Clubhouse lighting, floodlights (if on) and borrowed light from nearby street lighting and residential properties. Even where floodlights are not operating, the extent of borrowed light means it is relatively easy to navigate your way to safety using the pathways to get to the assembly point.

Good access arrangements are maintained by stewards for emergency services vehicles in two locations at *[Insert locations]*.

The Stadium has good access to people with mobility disabilities and all exits are able to be used by wheelchair users with hard standing paths to safety.

It is anticipated that full evacuation from the Stadium could occur within 5 minutes for a full Stadium and much faster for the normal crowds experienced.

The club has a low/medium/high risk rating criteria for matches – where medium or high risk the club has pre-planned potential additional controls such as additional stewards, police attendance, crowd segregation, liaison with emergency services and local authority.

Clubhouse

The Clubhouse has designated fire exits direct to open air hard standing/pathways; these all lead to the assembly point(s). Escape route distances are all relatively short; with alternative routes nearby if a route is compromised by the incident. All have clear signage, fire doors are in good condition and doors open in the direction of escape, mainly using push bars to open. All are maintained clear of obstruction – this is maintained by staff during functions, so attendees are not permitted to move furniture such that could obstruct doorways or escape routes. People would be directed to the assembly point away from the building. Staff would call 999 direct to get attendance of the emergency services. Emergency procedures are in place and displayed prominently in the Clubhouse.

[Insert description of fire exits from building]

Car Park

External with easy movement of people and vehicles to the public highway away from a fire incident.

SECTION 9 – TRAINING OF STAFF

Football Stadium

Stewards are instructed in their duties by the Matchday Safety Officer, including stadium evacuation procedures and the method of calling the fire services using 999, on taking up their role.

The PA Announcer has pre-determined messages for foreseeable emergency situations.

Clubhouse

Clubhouse staff are instructed in their fire related responsibilities, including evacuation procedures, use of firefighting equipment and the method of calling the fire services, on taking up their role.

Arrangements are in place for formal recorded training and periodic walkthrough drills.

Car Park

Car Park stewards are instructed in their duties by the Matchday Safety Officer.

SECTION 10 – ACTION PLAN					
	Actions	Priority (H/M/L)	Who is responsible	Target Date	Date Completed
Football Stadium					
Clubhouse					
Car Park					

Appendix A – Overall Site Plan

Appendix B – Clubhouse Plan



**KIDDERMINSTER HARRIERS
FOOTBALL CLUB.**

OPERATIONS MANUAL.

SECTION 5.

**AGGBOROUGH STADIUM
MATCH DAY MEDICAL PLAN.**

DATE OF LAST REVIEW – AUGUST 2013.



KIDDERMINSTER

HARRIERS

FOOTBALL CLUB.

MEDICAL PLAN.

INTRODUCTION:

Kidderminster Harriers Football Club is committed to providing a safe and comfortable environment for everyone visiting Aggborough Stadium on a match day. Part of this commitment includes the provision of medical facilities should a player, official, Club employee, member of contract staff or spectator be injured or taken ill during a match at the Stadium.

This commitment to providing a safe environment, including medical facilities, is part of the terms and conditions in the General Safety Certificate issued to the Club by Worcestershire County Council, (The Authority). With regard to the provision of medical facilities the following sections of the General Safety Certificate apply on a match day:

- ***Schedule 'C' – details the first aid and medical facilities to be provided.***
- ***Schedule 'J' – requirements for medical and first aid risk assessments and medical plan.***
- ***Appendix '2' – details the first aid equipment to be provided.***
- ***Appendix '6' – details the facilities to be provided in the Stadium Control Room for ambulance and first aid personnel.***

These sections of the General Safety Certificate can be found at **Appendix 'A'** of the Medical Plan.

MEDICAL RISK ASSESSMENT:

The basis for this Medical Plan can be found in the medical and first aid risk assessments as recommended in the 5th edition of the Guide to Safety at Sports Grounds (The Green Guide). The risk assessment process was carried out by the Club Deputy Safety Officer and the relevant risk assessment documentation is retained by the Deputy Safety Officer. The risk assessments (25 pages) are however available for inspection at any time by the Authority or any organisation or person with a responsibility for operating any part of the Medical Plan such as the Crowd Doctor, West Midlands Ambulance Service or the St. John Ambulance.

It will be the responsibility of the Club Safety Officer to keep the risk assessments under review particularly following any medical related incident.

PROFILE OF PERSONS LIKELY TO BE INJURED OR TAKEN ILL DURING A MATCH AT AGGBOROUGH STADIUM:

Accommodation for spectators is provided in:

- **Red Stand – home seated area.**
- **Blue Stand – home standing area.**
- **Green Stand – home and away seated areas.**
- **Yellow Stand – away standing area.**

With regard to home spectators, Kidderminster Harriers F.C. attracts mainly family groups, youngsters and the elderly in the Red and Green Stand home areas. There is rarely any spectator related problems in these Stands where the spectators are generally well behaved and compliant. The same can be said for the visiting spectators who occupy the away seated area in Green Stand since they generally are the more mature spectators who rarely cause any problems.

The home and away standing terraces tend to attract the younger male spectators. On occasions there are crowd related problems in these stands none which have caused any medical related problems. In general if there are crowd related problems they can be described as minor anti-social behavioural conduct which can be managed by stewards.

Due to the low average crowd attendances there have been no incidents of overcrowding or crushing in the standing terraces or any incidents of spectators persistently standing in the seated areas which might result in injury.

Records are maintained by the St. John Ambulance of all medical treatment cases during match days at the Stadium. A summary of these are provided to the Club Safety Officer and retained in the match day records folder kept in the Stadium Control Room. After every medical incident the Safety Officer examines the circumstances to ascertain whether the medical treatment was required as a result of any failure of the Stadium structures or the safety management operation. At the end of each season the medical treatment statistics are presented to the Safety Advisory Group where the Group discuss the findings. The medical treatment analyses indicate that there is no area of the Stadium or any group of spectator which presents any particular medical risk to spectators or employees. In the main the type of medical treatment cases during a match day can be described as spectators or employees taken ill as distinct from any trauma related incident. However the Medical Plan takes account of any type of illness or injury being sustained by anyone in the Stadium.

Since football is a contact sport this means that a player can be injured at any time during the match and the Medical Plan takes account of this.

MEDICAL COMMAND STRUCTURE:

On a normal low category fixture at Aggborough Stadium, unless match day risk assessments suggest otherwise, the following medical support personnel will be available at the Stadium to respond to any medical related incident:

Spectators, employees (other than players) and contract staff:

- *The Crowd Doctor.*
- *St. John Ambulance.*
- *Club stewards who hold the Level 2 NVQ in Spectator Safety. Part of this qualification includes training and certification in Emergency Aid.*
- *If spectator attendance is anticipated to exceed 5,000 or the match day medical and first aid risk assessment requires then West Midlands Ambulance Service will be requested to attend the match.*

Playing staff:

- *The Club Doctor.*
- *Physiotherapists for the home and away teams.*
- *St. John Ambulance.*
- *If spectator attendance is anticipated to exceed 5,000 or the match day medical and first aid risk assessment requires then West Midlands Ambulance Service will be requested to attend.*

It will be the responsibility of the Club Safety Officer to secure the attendance of the required number of St. John Ambulance and West Midlands Ambulance Service personnel as required by the General Safety Certificate or as required by the match day medical risk assessments. The Safety Officer will have the responsibility of ensuring the St. John Ambulance Service and West Midlands Ambulance Service (if required) are advised as soon as reasonably practicable of any changes to fixtures such as Cup Competitions or any re-scheduled games.

Kidderminster Harriers F.C. has a written agreement in place with St. John Ambulance to provide a senior officer and 6 St. John Ambulance qualified personnel for all first team fixtures at the Stadium. There is an unwritten agreement in place with West Midlands Ambulance Service to provide on request their services when required in accordance with the General Safety Certificate or the fixture risk assessments indicate their presence at the Stadium is necessary.

The general control, deployment and management of all medical support personnel (other than the Club and Crowd Doctors), in the absence of the West Midlands Ambulance Service, will be the senior St. John Ambulance officer who will operate from the First Aid Room located between Red and Blue Stands. The senior St. John Ambulance officer may be

assisted by a St. John Ambulance radio controller/liaison officer located in the Stadium Control room. In the absence of this liaison officer a St John Ambulance radio will be provided to the Stadium Control Room to enable radio communications with the senior St. John Ambulance officer.

If the West Midlands Ambulance Service is present then all medical support personnel will come under the control of the senior ambulance officer present who will be located in the Stadium Control Room.

Upon receipt of suitable information the St. John Ambulance/West Midlands Ambulance senior officer will determine who needs to respond to any medical related incident involving a spectator or employee and deploy the medical support resources as required. The deployments will predominantly be achieved under the direction of the St. John Ambulance senior officer. Dependant on the circumstances of the incident an alternative means of communication might be the Club Public Address system.

The lead person for the deployment of medical resources to a medical incident involving a spectator, employee or contract staff will either be the senior St. John Ambulance or West Midlands Ambulance senior officer if present at the match. Should the circumstances warrant it the senior officer will determine whether the Crowd Doctor should attend and this will be arranged through the Stadium Control Room. On arrival at the incident the Crowd Doctor will take charge of the casualty care and treatment.

In the event of a player requiring medical treatment then the Club Doctor and the home or away or both physiotherapists will provide the first response on the pitch. If the Club Doctor considers it necessary he will request the assistance of the St. John Ambulance to assist in removing the player from the pitch by stretcher for treatment.

If the circumstances warrant it then the Club Doctor (in the case players) or the Crowd Doctor (in the case of spectators, other employees or contract staff), will make the decision whether the person being treated requires removal by ambulance from the Stadium to Hospital and this will be arranged by the Stadium Control Room.

AMBULANCE PROVISION:

Schedule 'C' of the General Safety Certificate requires:

- ***Anticipated attendance over 5,000-25,000 – 1 Accident and Emergency Ambulance (with paramedic crew) plus 1 Ambulance Officer.***

With the present Stadium capacity of 6,444 should the anticipated spectator attendance exceed 5,000 or the medical risk assessment identify the need then West Midlands Ambulance Service will be requested to provide this level of medical support.

CLUB DOCTOR:

The Club employs a Club Doctor who will be present at every home league fixture. The prime responsibility of the Club Doctor is to respond to and manage the medical treatment of

a player who is either ill or injured. He will work closely with both the home and away team physiotherapists in the provision of suitable medical treatment.

The Club Doctor is located by the home team dug out (**See Plan – Appendix ‘B’**) and can be contacted by the Tunnel Steward, if necessary.

CROWD DOCTOR:

The General Safety Certificate advises that when the number of spectators is expected to exceed 2,000 then at least one Crowd Doctor qualified and experienced in pre-hospital immediate care should be present. The Doctor's first duty must be to the crowd.

Despite all League and Cup home fixtures at Aggborough Stadium in recent seasons attracting gates of less than 2,000 there will normally be a Crowd Doctor present.

On his arrival at the stadium on a match day the Crowd Doctor will book on with the Stadium Control Room and his arrival will be logged on the match day log. The Doctor will be issued with a steward radio (**Radio call sign ‘Medic 1’**). Should the Doctor be required to attend a medical incident involving a spectator or Club employee (other than a player) this will be arranged through the Stadium Control Room.

The Crowd Doctor is located in Red Stand during the match. (**See Plan – Appendix ‘B’**).

NUMBER OF FIRST AIDERS:

The General Safety Certificate advises that the provision of first aiders should meet the following minimum requirements:

- ***No event should have fewer than two suitably trained first aiders. A suitably trained first aider is someone who holds the standard certificate of first aid issued to people working as ‘First Aiders’ under the Health and Safety (First Aid) Regulations 1981.***
- ***At each specified activity first aid personnel at the ratio of at least 1 to every 1.000 anticipated spectators up to 10.000 or part thereof.***

For League and cup fixtures at Aggborough Stadium the number of St. John Ambulance personnel will be 4 St. John Ambulance personnel. For non league fixtures there will normally be 2 St. John officers on duty. This ratio will generally exceed the minimum number of first aiders required under the terms of the General Safety Certificate. The deployment of St. John Ambulance personnel will relate to the number of personnel reporting for duty. For this reason the deployments will be prioritised as:

- ***Priority 1 – First aid room.***
- ***Priority 2 – Stretcher location by home players dug out.***
- ***Priority 3 – Green Stand adjacent to Yellow Stand.***
- ***Priority 4 – Blue Stand adjacent to Green Stand.***
- ***Priority 5 – Red stand adjacent to Yellow Stand.***

These locations and the St. John ambulance and first aid room locations can be found in **Appendix 'B'**.

MEDICAL PROVISION FOR PLAYERS:

Taking account of the Blue Square Premier League requirements the following is regarded as suitable arrangements for the medical treatment of players injured or taken ill at matches at Aggborough Stadium:

- *Club Doctor.*
- *Home and away physiotherapists.*
- *St. John Ambulance.*
- *Players' treatment room in Red Stand.*

MEDICAL SUPPORT PERSONNEL DUTY TIMES:

The Crowd Doctor and St. John Ambulance personnel will normally be present at the Stadium before the turnstiles open.

If the West Midlands Ambulance Service is requested to attend a match then a similar arrival time at the Stadium will apply.

The senior medical officer present will arrange the briefing and de-briefing of all medical support personnel on duty for the match in relation to their duties at the Stadium.

All medical support personnel will be stood down at the end of the match at the direction of the Safety Officer.

FIRST AID ROOM AND FACILITIES:

Aggborough Stadium has a dedicated First Aid Room located in the corner between Red and Blue Stands. (**See Plan – Appendix 'B'**). The room is located close to a disabled toilet facility and an ambulance can access directly to the First Aid Room.

The room contains the equipment specified in Appendix '2' of the General Safety Certificate and equipment levels are monitored and stocked by St. John Ambulance.

PLAYER TREATMENT ROOM:

The player treatment room is located on the ground floor of Red Stand in the players and officials accommodation area. There is direct access to the room from the playing area. The room is provided for the sole use of the players and match officials as may be required.

The room contains suitable equipment which is monitored, equipped and stocked by the Club physiotherapist.

MEDICAL EQUIPMENT:

Medical equipment and supplies can be found in two locations within the Stadium:

- ***First aid room located between Red and Blue Stands. The equipment and supplies within this room are monitored and stocked by the St. John Ambulance as specified in Appendix '2' of the General Safety Certificate.***
- ***Player treatment room in Red Stand. The equipment and supplies in this room are monitored and maintained by the Club physiotherapist in consultation with the Club Doctor.***

During matches the St. John Ambulance personnel deployed in the Stadium are in possession of portable first aid equipment.

AMBULANCES:

During matches if a St. John Ambulance is present it will be located in the Yellow Stand car park and will be deployed to the First Aid Room location as required. If a West Midlands Ambulance Service ambulance is present this will be located in Stadium Close car park close to the First Aid Room. **(See Plan – Appendix 'B')**.

METHODS OF COMMUNICATION:

There is a comprehensive system of communications available at Aggborough Stadium for the use of all medical support personnel on duty at the Stadium.

If it is necessary to contact the Club Doctor this will be done via the Tunnel Steward.

The Crowd Doctor is in possession of a steward radio and can be contacted by the Stadium Control Room.

The St. John Ambulance operates and communicates through their own independent radio system. A St. John Ambulance liaison officer may be provided for fixtures in the Stadium Control Room. For most fixtures however a St. John Ambulance radio will be provided in the Stadium Control Room for radio communications between the Safety Officer and the St. John Ambulance senior officer.

In the event of the West Midlands Ambulance Service attending a match at the Stadium they will operate on their own radio channel.

In addition to the medical radio channels, in the unlikely event of a failure of the St. John Ambulance and West Midlands Ambulance service radio systems then the Club steward radio system can be used to communicate with the medical support personnel.

There is also a sectorised public address system and telephone communications available in the Stadium Control Room and First Aid room.

MAJOR/CRITICAL INCIDENTS:

The response to any major or critical incident involving injuries or fatalities at the Stadium will be managed and controlled by the emergency services including the West Midlands

Ambulance Service who have their own procedures relating to a major incident medical response.

In the event of any major or critical incident the Club Contingency Plans, which can include evacuation of the Stadium, will be implemented. On the arrival of the emergency services the Club safety personnel will act under the direct control of the senior emergency services officer present.

West Midlands Ambulance Service does not have a specific match day Medical Plan for Aggborough Stadium but instead will operate under their standard major incident procedures.

In the event of a Major Incident, all medical personnel will come under the direction of the senior West Midlands Ambulance Officer present. The Crowd Doctor/Senior Medical Officer will become the MIC (Major Incident Commander).

LOCAL HOSPITALS:

Should a medical situation arise at the Stadium and the Club or Crowd Doctor or senior medical officer present considers it necessary then an ambulance will be called by contacting Ambulance Control via the 999 system from the Stadium Control Room.

The local hospitals to which patients from Aggborough Stadium can be taken are:

- ***Worcestershire Royal Hospital, Charles Hastings Way, Newtown Road, Worcester WR5 1DD. Tel. No. 01905 763333.***

Approximate travel time from the Stadium by emergency ambulance is 15 minutes.

- ***Kidderminster Treatment Centre, Minor Injury Unit, Bewdley Road, Kidderminster DY11 6RJ. Tel. No. 01562 823324.***

Please note this is a minor injury unit only.

Approximate travel time from the Stadium by emergency ambulance is 5 minutes.

MAJOR INCIDENT LOCATIONS:

Should a major incident occur at Aggborough Stadium involving injuries or fatalities the following areas of the Stadium have been identified as possible locations for:

- ***Major incident triage procedures.***
- ***Major incident casualty clearance.***
- ***Fatalities management.***

Red Stand – The Academy.

Green Stand – Concourse area.

OTHER EVENTS AT AGGBOROUGH STADIUM:

There may be occasions when events other than those covered by the General Safety Certificate take place at the Stadium. Should such events be staged then the event will be assessed as to the medical risk to spectators, employees and participants. Based on this risk assessment a suitable number of medical support personnel and equipment will be provided for the event.

MEDICAL INCIDENT REPORTS

Records are maintained by the St. John Ambulance of all medical treatment cases during match days at the Stadium. A summary of these are provided to the Club Safety Officer and retained in the match day records folder kept in the Stadium Control Room. In addition details of any medical treatment cases on a match day are recorded in the match day and incident logs.

After every medical treatment case the Safety Officer examines the circumstances to ascertain whether the medical treatment was required as a result of any failure of the Stadium structures or the safety management operation. At the end of each season the medical treatment statistics are presented to the Safety Advisory Group where the Group discuss the findings. The medical treatment analyses indicate that there is no area of the Stadium or any group of spectator which presents any particular risk to spectators or employees. In the main the type of medical treatment cases during a match day can be described as spectators or employees taken ill as distinct from any trauma related incident. However the Medical Plan takes account of any type of illness or injury being sustained by anyone in the Stadium

Should there be a fatality or injury which comes within the provision of The Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995 (RIDDOR) then the Safety Officer will report this to the Health and Safety Executive as soon as possible in the prescribed manner.

In the event of any spectator or employee being seriously injured as a result of any Stadium structural or safety management failure then the Safety Officer will advise the Chair of the Safety Advisory Group of the incident as soon as practicable.

REVIEW OF THE MEDICAL PLAN:

It will be the responsibility of the Club Safety Officer to keep this Medical Plan under review particularly following any medical related incident during a match. This review process will include:

- ***Monitoring match day incidents for any medical related hazards, amending the medical and first aid risk assessments and Medical Plan as necessary.***
- ***Liaison with the Authority, the Club and Crowd Doctors, West Midlands Ambulance Service and St. John Ambulance for any lessons learned after any medical related incident.***
- ***Report annually or as required to Kidderminster Harriers F.C. Safety Advisory Group on the operation of the Medical Plan.***

SUMMARY:

The successful operation of this Medical Plan requires the Club and other agencies, particularly the Club and Crowd Doctors, West Midlands Ambulance Service, St. John Ambulance and stewards working together to achieve a common aim, namely the safety and well being of everyone attending matches at Aggborough Stadium.

Signed:

Dave Preece.

Safety Officer.

Kidderminster Harriers Football Club.

DISTRIBUTION LIST:

- **Worcestershire County Council.**
- **West Midlands Ambulance Service.**
- **St. John Ambulance.**
- **Kidderminster Harriers F.C. Club Doctor.**
- **Kidderminster Harriers F.C. Crowd Doctor.**



**KIDDERMINSTER HARRIERS
FOOTBALL CLUB.**

OPERATIONS MANUAL.

SECTION 7.

AGGBOROUGH STADIUM

MATCH DAY

TRAFFIC MANAGEMENT PLAN.

DATE OF LAST REVIEW – AUGUST 2013.



KIDDERMINSTER

HARRIERS FOOTBALL

CLUB.

AGGBOROUGH STADIUM.

MATCH DAY TRAFFIC MANAGEMENT PLAN.

INTRODUCTION:

Aggborough Stadium, Kidderminster is located in Hoo Road a short distance from Kidderminster Town Centre. The Stadium is surrounded by a mixture of residential properties, Kidderminster College and backs onto the Severn Valley Railway sidings.

Access to the Club car parks is from Hoo Road and Stadium Close. The Club operates a mixture of reserved parking and fee paying parking dependant on the car park being used as will be described later.

PUBLIC TRANSPORT AND PARKING:

The Stadium is served by a bus route from the town centre. The Stadium is located close to Kidderminster Rail Station the home of Severn Valley steam railway and is served by various local train services. Very few football spectators however use the rail network to travel to or from matches staged at Aggborough Stadium,

There is a public car park which can accommodate 250 cars immediately behind Blue Stand. Car parking is free on match days and in the evening. Arrangements exist with the nearby local church to use their car park when it is not in use.

The visiting team coach and up to three supporters coaches can normally be accommodated on Yellow Stand car park. Any additional coaches can be parked on the Industrial estate located in Hoo Farm Industrial Estate.

The majority of spectators attending matches at Aggborough Stadium will either normally walk to the ground or use their own vehicles which will either park on the public car park or in nearby streets. It will only be on very busy matches when problems may arise with regards to on street parking.

PURPOSE OF THE PLAN:

To provide full operating and control systems for the safe movement of vehicles, pedestrians and Club employees in and around the perimeter of Aggborough Stadium

The details of the plan shall be adhered to in all areas unless specifically amended by the Safety Officer or a senior officer of the Emergency Services.

Any employee of the Club or visitor to the Stadium who wilfully ignore the instructions or provisions of this plan shall render themselves liable for either disciplinary action or exclusion from the Stadium.

IDENTIFICATION OF AREAS:

- Directors Car Park: Front of Red Stand – Tarmacadam surfaced, lined.
- Stadium Close Car Park: Rear of Blue Stand – Tarmacadam surfaced, lined
- South Car Park: Rear of Yellow Stand - Part tar macadam but mainly shale surface, unlined.

USE OF CAR PARKS AND CAPACITY:

Car Park:	Use:	Capacity:
Directors	Directors, guests, officials.	36
Stadium Close	Reserved parking	66 (incl. 6 disabled)
South	Fee paying visitors, visiting team coach, other coaches and mini buses.	330 (incl. 3 disabled)

All car park facilities shall be open from 11.00 hours for 15.00 hours K.O. and 16.00 hours for 19.45 hours K.O. These times can be varied to accommodate any change to the normal K.O. times.

CAR PARK STEWARDS:

The following positions shall be staffed.

Car Park:	Steward Number(s)	Radio Call sign:
Directors:	One	Charlie 1
Stadium Close:	One	Charlie 2
South:	One	Charlie 3

HEALTH AND SAFETY:

- *A car park steward shall ensure that at no time do they act in any way likely to prejudice the health and safety of themselves or anyone else.*
- *When carrying out car park duties the steward shall at no time stand in front of any vehicle for the purpose of stopping it. They shall indicate to any driver the need to stop for their entry accreditation to be checked by standing at the side of the vehicle.*
- *At no time shall the car park steward stand at the front or rear of any vehicle for the purpose of assisting the driver to park. They shall indicate where the driver shall park and leave it to the driver to manoeuvre the vehicle for parking purposes.*
- *The car park steward shall not undertake any duties on the car park without wearing the high visibility protective clothing jacket provided to them. For matches held in the hours of darkness they will be issued with a torch to help indicate their presence to drivers.*
- *The car park steward shall always be mindful that vehicle and pedestrian movements in the same area will present safety risks and so shall be vigilant at all times to minimise the risk of harm or injury to themselves or anyone else on the Club car parks.*

TRAINING:

All car park staff are trained in the following skills;

- *Customer care.*
- *Traffic direction.*
- *Radio communications.*
- *Parking of vehicles.*
- *Personal health and safety.*

EQUIPMENT:

Car park personnel must at all times wear the specifically issued High Visibility reflective coats/tabards with the approved Retro Reflective Hazard Tape. They shall also be in possession of a steward radio and for night time matches a torch.

DUTIES OF CAR PARK PERSONNEL:

- *To restrict access to the Club car parks to authorised persons only.*
- *To advise Stadium Control of any erratic or unsafe vehicle movements.*
- *To assist spectators attending the event.*

- *To monitor safety and security of vehicles on the car parks.*
- *To ensure vehicles only park within the designated areas.*
- *Ensure spaces reserved for emergency service vehicles or St. John Ambulance is not obstructed.*
- *In the event of an emergency prevent vehicles leaving the car parks as directed by the Safety Officer or senior police officer present.*

VEHICLE MOVEMENTS:

- *All persons issued with car park passes must park in the spaces allocated to them.*
- *Disabled persons will park in the spaces reserved for them but car park stewards will use their discretion to ensure disabled persons are allowed to park as close to the Stadium ingress points to assist in their gaining access to the Stadium.*
- *On the arrival of the visiting team coach it shall be parked at the rear of Yellow Stand after the players have disembarked. The security of this vehicle will be monitored.*
- *When the visiting coach allocation of 3 coaches has been filled the remainder will be directed to Hoo Farm Industrial Estate.*
- *West Midlands Ambulance Service vehicles will park in Blue Stand car park as close to the First Aid Room as possible if present at the Stadium. Any St. John Ambulance will also park on the Yellow Stand Car Park.*
- *When police vehicles are present they will park as required by the senior police officer present.*
- *When a fixture is being televised all T.V. company vehicles will park in Yellow Stand car park.*
- *Whilst vehicles are entering or leaving the car parks all gates shall be secured in the open position.*
- *Car park personnel should prevent persons standing against walls or at the gates whilst vehicles are entering or leaving to reduce the risk of crushing.*
- *Car park personnel are to be particularly vigilant to ensure as far as possible there is no conflict in pedestrian and vehicular movement particularly during the hours of darkness.*
- *At the end of the game vehicles should not be allowed to leave the car parks until the majority of spectators have cleared the Stadium perimeter.*
- *At the end of the game assistance will be given to ensure all visiting coaches leave safely.*

EMERGENCIES:

In the event of any emergency the car park stewards will undertake such duties as determined by the Safety Officer. This may include preventing vehicles leaving the car parks to ensure any incoming emergency service vehicles are not obstructed.

GENERAL:

Wherever vehicles and pedestrian movements take place in the same area there is always a risk of injury. The car park stewards should ensure that not only do they not put themselves in a position of risk but also do their best to ensure that if they take whatever action is necessary to minimise the risk of injury to any person using the Club car parks. In the event of any dangerous situation being identified then the car park steward will notify Stadium Control by radio of the situation.

Finally the car park stewards are likely to be the first point of contact that any visitor coming to our Club and therefore their conduct should always reflect credit on themselves and the Club.

Dave Preece.

Safety Officer.

Kidderminster Harriers Football Club.

Cc:

All Steward Supervisors.

Car Park Stewards.

[Insert Club name] FC Accident Report Form

Details of injured person

Name:

Home address:

Post code:

Tel. no:

Mob. no:

E-mail:

Date of birth:

Gender: Male \ Female

Details of incident and injuries

Date:

Day:

Time:

Exact location of incident:

How did incident occur?

Location and nature of injuries (*state left or right where applicable*):

First aid and medical assistance

Assistance given: Yes / No

Assistance administered by:

Description of first Aid given:

Hospital visit required: Yes / No

Taken to hospital by:

Witnesses (*if any*)

Name & contact details:

Name & contact details:

Name & contact details:

Match details

[Insert Club name] versus

Competition:

Name of reporting Club official:

Club position:

Signature:

Date:

[Insert Club name] FC Matchday Lost Property Form

Date:

Time:

Description of item reported lost (e.g. purse/wallet, watch, jewellery, and jacket):

Additional information (e.g. brand, model, colour):

Area item last seen:

Owner's name:

Owner's contact details:

Address:

Tel. No.

Mob No.

E-mail:

Important note: All lost property with potential material value will be retained by *[Insert Club name] Football Club* for 3 months. Items that remain unclaimed will be donated to a local charity shop of the Club's choice. Likewise, cash that remains unclaimed will be donated to a local charity of the Club's choice. If an item is deemed to be perishable or unhygienic, and of no real material value, it will be disposed of once unclaimed beyond one hour after the match has ended.

Returned Property

Date/time owner notified:

Club official returning lost property:

Date/time collected:

Collected by:

Signature:

[Insert Club name]
[Insert Stadium Address]

[Insert name of league Club competes in]
Pre-Match Ground Visual Inspection Record

Date _____

Time of inspection _____

Fixture versus _____

Competition _____

Kick-off 3:00pm 7:45pm Other _____

Weather conditions _____

Estimated crowd _____ Assessed match risk level Low Medium High

Duty Safety Officer _____ Signature _____

Duty Senior Steward _____ Signature _____

Stewards on duty _____

Item Checked Comments/Issues/Actions

- Traffic management/car park
- Clubhouse entrance area
- Turnstiles
- Circulation area inside ground
- Players tunnel area
- Control room area
- PA system (working/audible)
- First aid point/equipment/records
- Tea/food bar area
- Main stand seating/gangways
- Covered terracing
- Uncovered terracing
- Emergency vehicle access
- Club shop area
- Toilet accommodation
- Ground & pitch perimeter fencing
- Emergency exit gates/routes
- Floodlights (working adequately)
- Storage areas
- Waste bins

Post-match report

Result: [Insert Club name] _____ Opposition _____

Attendance (if known) _____ Estimated no. of away supporters _____

Incidents/offences - abusive language, racism/homophobia, broken ground rules, other unacceptable behaviour

Incident nature and description	Action taken following assessment <small>(tick as appropriate)</small>					Comments Include whether home or away fans and if offender(s) identified. Enter their names (if known).
	None	Kept watch	Advised /Warned	Ejected	Called Police	

Indicate if any of the following occurred during the match:

- | | | | |
|----------------------------------|------------------------------|-----------------------------|---------|
| Attendance by Police | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Attendance by Fire Brigade | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Attendance by Ambulance | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| First aid administered | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Accident or near miss | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Power failure (inc. floodlights) | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Lost child | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Damage to property | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |
| Lost property | Yes <input type="checkbox"/> | No <input type="checkbox"/> | Comment |

Any other notable post-match comments:

[Insert Club name] Football Club

Steward Briefing Plan

Match versus:

Competition:

Date:

Kick-off time:

Issue to cover	Comments relevant to today's match
History between clubs	
Anticipated crowd size	
Away fan characteristics	
Stewards numbers and key steward positions	
Reporting of situations or hazards	
Police support (if applicable)	
Alcohol in ground and clubhouse	
Smoking in ground	
Offensive language	
Turnstiles/gates and ground access	
Car parking	
Players tunnel area	
Flares and smoke bombs	
Emergency exits locations	
Ground circulation of opposing fans	
Running children/no ball games	
Toilet locations	
Hot/cold food unit locations	
Club shop location	
Seating free – first come/first serve	
Standing in areas around seating	
Other information relevant to today's match:	