



Understanding stewarding at spectator events

Cliff Edens and Sharon Porter



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Foreword

Highfield is the UK's leading supplier of compliance training materials and we fully appreciate the importance of ensuring that security personnel possess the knowledge and skills to maximise the safety of spectators at events. Our subject matter experts have worked together to ensure this publication provides learners with everything they need to achieve the **Level 2 Award in Understanding Spectator Safety at Events (AUSSE)**.

This book, which is written in a friendly and interactive fashion, is an essential tool for anyone who is interested in spectator safety. It covers all of the four units that the Level 2 Award comprises, and meets the requirements of all awarding bodies. The book covers topics such as controlling the entry, exit and movement at events, helping customers with problems and responding to illegal and unsociable behaviour.

I would like to personally thank our authors and subject matter experts, Sharon Porter and Cliff Edens, for their enthusiasm and dedication in ensuring the successful completion of this book. My thanks also go to the extremely talented Chris Woffenden for his excellent illustrations and graphic design work.

Christian Sprenger

Managing Director
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Introduction

A steward is a person at an event who assists the customers and ensures their safety.

Stewards may be asked to carry out various duties such as:

- Checking tickets or wristbands on entry
- Directing customers to facilities such as toilets and food areas
- Directing customers to their seats/standing area
- Checking areas for health and safety issues and concerns
- Preventing access to restricted areas

This book has been produced to assist you through the **Level 2 Award in Understanding Spectator Safety at Events**. It has been designed to be interactive - providing information and allowing you to check your knowledge by completing key tasks.



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*Preparing for
spectator events*



Preparing for spectator events

Roles and responsibilities of stewards and other staff at spectator events

Events are mainly family orientated, such as sports, music events and the village fete. It is vital that everyone feels safe and secure during an event. Disasters at spectator events have been few, but when they do occur the potential for injury is great. The Bradford fire in 1985 caused the destruction of the main stand and resulted in the death of 56 people. The rapid spread of the fire could have been greatly reduced if the rubbish had been cleared from under the stand and the stand had not been wooden with a bitumen roof. The evacuation could also have been quicker and safer if the stewards had received better training on evacuation procedures, as some supporters tried to use an escape route which led them into the flames.

The steward's role starts prior to, and continues during and after any event. A steward's primary role is to ensure the safety of the customers and to assist with the smooth running of the event. Other roles are answering customer questions and observing any potential problems which may develop. Any concerns should be reported to a supervisor who can then instruct the steward on how to proceed.



Stewards ensure the safety of customers and assist in the smooth running of the event.

Types of events where stewards may be present include:

- Football, rugby, hockey, and basketball matches, cycling, athletics and other sporting events
- Music festivals and concerts
- Motor racing - motorbikes, formula series, rallying, etc
- Race for Life or similar events where people may get lost or get into difficulty whilst completing the course
- Shows such as The Yorkshire Show, Waddington Air Show, The Royal Show, etc
- Horse racing tracks, show jumping events, three-day events and other equestrian events



The basic legal requirements for a spectator safety event:

- Permission to run the event - temporary event notice for one-off small events with less than 500 people. Larger and more frequent events must comply with the Sports Ground Safety Act 1975
- The Health & Safety at Work etc Act 1974 - to ensure the safety of employees and customers
- The Licensing Act 2003 - this controls the sale of alcohol at the event
- The Equality Act 2010 - ensures that everyone is treated in a fair and equal manner
- Data Protection Act 1998 - ensures that you do not disclose personal information about fellow employees or customers

In order for the event to comply with these legal requirements stewards will be allocated a specific duty such as:

- Checking the event area for hazards prior to the event opening to the public
- Staffing traffic barriers
- Directing traffic (not on a public road)
- Checking tickets/wristbands are valid and for the correct area
- Searching customers to ensure prohibited items are not brought into the event
- Directing customers to their allocated area or seat
- Giving out information to customers such as what time the event begins or where the toilets are located
- Monitoring the crowd
- Dealing with aggressive customers
- Dealing with first-aid incidents
- Directing people to exits at the end of the event
- Searching the event area for suspicious, lost and discarded items

All of these roles require very good communication skills and teamwork. Stewards can help to prevent conflict occurring by working with their colleagues to reduce queues quickly and to keep the customers moving during entry and exit. Stewards may also require advice and support from their supervisor to deal with aggressive customers or first-aid casualties.

Sources of support may include:

- The event Safety Officer who has carried out the risk assessment for the event and agreed the emergency procedures with the relevant authorities
- The team supervisor who will be fully briefed about all event procedures
- The first-aid team, paramedics or the Ambulance Service
- Colleagues with Security Industry Authority (SIA) Door Supervisor licences who may also be the ejection and search teams
- The police and Police Community Support Officers who may be present to act as a deterrent support ejections and carry out any arrests
- The Fire Service in case of emergency evacuations, fire or individuals becoming trapped



A well-organised event will have a supporting team on hand to assist the stewards.

Should an incident occur which involves any of these sources of support, stewards should follow any instructions given to them by these specialists. Stewards must always remember that they do not have the same powers as the police. A steward does have the power of arrest, as does any other citizen for indictable offences (murder, grievous bodily harm, etc). However, stewards do not have the power to force a search on an individual. Stewards can refuse entry to an event if the terms of entry have not been met and can eject an individual from inside the event if an individual is breaching the rules of conduct within the event. This may include behaving aggressively or spoiling other customers' enjoyment of the event.

Event policies and procedures

A steward should be aware of all event procedures, especially evacuation procedures. The steward should attend a pre-event briefing and may be issued with written information at the briefing such as the event itinerary and contact details of relevant individuals. Further reading can be accessed via the internet.

Two important documents are:

- **The Guide to Safety at Sports Grounds** published by the Department for Culture, Media and Sport. The document is also known as the Green Guide and can be found on the Sports Ground Safety Authority (SGSA) website:
www.safetyatsportsgrounds.org.uk
- **The Event Safety Guide** (second edition) published by the Health and Safety Executive. This document is also known as the Purple Guide and is for all events. This document can be downloaded from the HSE website:
www.hse.gov.uk.



Every event will have different policies and procedures. Even football matches have different policies and procedures depending upon who the home team is playing and the category of risk of violence or incident that has been agreed with the club, council, SGSA and police. Some events allow customers to bring in their own food and alcohol, others will not. Some events may have dress and/or age restrictions.

It is vital that stewards are fully briefed as to the policies and procedures of the event and understand their role and what actions they are expected to take in difficult situations.

It is very easy to become complacent when you work similar events regularly. But you must remember that you can always improve your own performance to enhance customer service. Good customer service delivery by stewards is vital to the smooth running of an event and also assists in preventing conflict from developing.

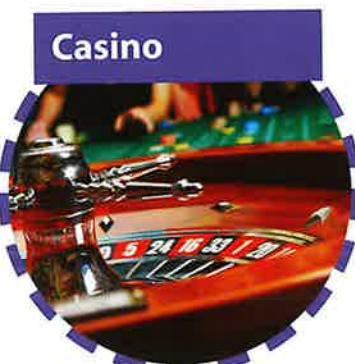


KEY TASK 1

Stewards work at many types of events or venues. Identify those events or venues where you would expect to find a steward working. *Draw a line from the steward to the event or venue.*



Music festival



Casino



Football match



Public house



Motor race



Horse race



Nightclub



Air show

Preparing stewards for their duties at spectator events

Customers must be able to easily identify the event stewards in case they need their assistance. Event organisers will decide how the stewards should be dressed to enable their identification. Usually this is a high-visibility vest or jacket or maybe a uniform. The method of identifying stewards is sometimes stipulated in the 'Permission to run the event' document. For example, for football matches the stewards must be clearly numbered so that they can be easily identified by customers and by CCTV. The stewards will be told in advance of the event what they must wear on arrival, such as black trousers and shoes. Stewards must be clean and tidy in their appearance.



The behaviour of the steward has an impact on the behaviour of the customers. A steward must be approachable and professional at all times. Chewing gum and using mobile phones is discouraged at many events as customers may think that the steward is not interested in their problems or queries. A steward should never use abusive language or raise their voice to a customer; once a steward becomes drawn into conflict it is very difficult to negotiate with the customer.



Upon arrival at the event stewards will be required to sign a register. The register has two main functions: a record of stewards at the event in case of evacuation, and to ensure that they are paid for the hours that they work.

Stewards will then be issued with equipment such as a radio, ear defenders, etc and given any clothing that is being provided such as a high-visibility jacket. It is usual for stewards to be asked to sign for any equipment or clothing that is issued to them. This is to ensure that they return it in the same condition as it was given to them. They are responsible for checking that their equipment is working and reporting any faults when they receive the equipment. If a fault develops while they have the equipment they must report it to their supervisor. They will also be told the time and location of the pre-event briefing that they must attend.

Adequate warm clothing is essential as stewards may be exposed to adverse weather conditions for long periods.





KEY TASK 2

Steward's equipment. What resources or equipment may you be given at registration or the event safety briefing? *Tick those you think appropriate.*



Hi-visibility clothing



Guard dog



Event handbook



Metal detecting wand



Verbal information



Notebook & pen



Helmet



Radio



Counter or 'clicker'

Stewards often have different start times, as some staff are required to control access roads and parking. These stewards may start hours before the event begins. Prior to the customers being allowed entry, the event area must also be searched for any suspicious items or health and safety issues.

Health and safety issues include:

- Broken or insecure seats
- Ice or snow
- Flooding
- Lights not working
- Litter
- Uneven walkways
- Trailing wires



Adverse weather could be a health and safety issue.

The search may be carried out before or after the pre-event brief. If stewards are taking part in the search, often called a sweep, they will be allocated an area to search and then told to whom to report their findings. Even if they have put some rubbish in a bin they should report this to their supervisor as they have dealt with a hazard. The public cannot be allowed entry to an event until the event area is confirmed as safe.

The pre-event briefing should supply stewards with all the information that they need to carry out their role and enable them to answer customers' questions. They will be told information such as:

- What the event is and who will be attending; for example, at a concert which bands are playing, where they will be playing and at what time
- The emergency procedures for first aid and how to evacuate the area

- Whether a test is planned that day, (unusual during an event but does occur at some football matches,) where the fire exits are located and any code words that are being used to alert them to a fire or a bomb threat
- What to do if they discover or are alerted to a lost child
- Who their supervisor is and how to contact them
- If any problems are anticipated such as a visiting football team which may have a previous history of violence
- What to do if a conflict situation occurs
- Whether the police will be in attendance
- When they will be given a break and for how long
- Where toilets, disabled areas, smoking areas, food and drink facilities are located
- Rules of entry - ticket types, whether alcohol, food, or cameras, etc are permitted
- Rules on staff smoking, chewing gum and the use of mobile phones.

Stewards may be issued with a handbook that contains information detailed during the briefing for them to use as a resource during the day. Regardless of whether stewards know that they will be issued with a handbook, it is good practice to take notes of the key points of the briefing. This will help stewards to remember information and is another source of information should they lose their handbook or it does not contain sufficient information.

It is important that stewards check their equipment such as the radio to ensure that the battery is still showing as full and it is sending and receiving prior to the event opening to the public. It will not be as easy to get replacement equipment after the event has begun and they may not hear vital information.



Checking equipment prior to use is vital.

Checking for and responding to hazards at spectator events

A steward should know where the facilities are located within the event area such as:

- First aid
- Toilets
- Food and alcohol bars
- Location of specific areas such as stages
- Disabled facilities and areas
- Seating area codes
- Ticket-only access areas such as VIP
- Customer smoking areas



Customers expect stewards to know where all facilities are located at an event.

The most common types of hazards that are found at events are:

- Trailing wires, uneven ground, steps, people under the influence of alcohol or drugs, adverse weather conditions
- People fainting due to heat exhaustion or crushing
- Crushing during queuing, intervals and exit
- Litter which can cause slips, trips and falls but also fire
- Broken seating
- Loose equipment or debris that could be used as a missile



Fainting due to heat exhaustion or crushing is a common problem that stewards must deal with.

Stewards must be vigilant in looking for hazards before, during and after an event. When they are carrying out the pre-event search it is important to consider the best way to search an area. For example, fixed seats in a row are best checked by a steward walking down each row.

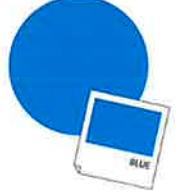
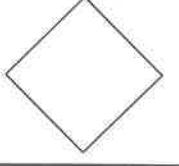
A bar area may be checked by one person looking behind the bar and another checking around the table areas. Outside events are checked by allocating areas to teams who will then walk the area to check for hazards. The pre-event brief enables the stewards to be certain of the current condition of the event area but patrols must still continue after the event is open to the public as conditions can change.

If stewards identify a hazard and they can resolve it themselves such as moving rubbish, then they should do so, but also report to their supervisor what they have done. If they discover damaged seating that they cannot fix or isolate then they should contact their supervisor, report the hazard and take instructions as to what to do next.

The most important point of looking for and identifying hazards is that they are reported to the correct person immediately as this could prevent an accident occurring. When a serious hazard is identified the steward must follow the event procedures precisely and promptly as this can prevent the loss of life.

Safety signs

Safety signs are used to communicate health and safety instructions. They must be kept clean, in good condition, and must be displayed where they can be easily seen. Stewards must be aware of the colours and shapes of the six different types of signs.

Prohibition (Stop) 	This sign is used to tell people they must not do something.     No mobile phones NO EXIT No dogs except guide dogs
Warning (Danger) 	This sign is used to warn people.     WARNING CCTV in operation DANGER CAUTION Slippery floor surface DANGER High Voltage
Mandatory (Obey) 	This sign is used to tell people they must do something.     Fire escape Keep clear Fire door Keep shut Keep out Secure this door open when premises are occupied
Safe Condition (Go) 	These signs inform people of safe conditions.      Fire assembly point Fire exit First aid box First aid
Fire Equipment 	These signs inform people of fire equipment.      Fire alarm Fire extinguisher Fire blanket Fireman's switch For fire use only
Hazardous Substance 	These signs warn you about dangerous chemicals.             FLAMMABLE DANGEROUS WHEN WET COMPRESSED GAS FLAMMABLE GAS ORGANIC PEROXIDE CORROSIVE IRRITANT POISON DANGEROUS FOR THE ENVIRONMENT TOXIC GAS EXPLOSIVE FLAMMABLE SOLID RADIOACTIVE



KEY TASK 3

Event facilities. Event staff and stewards should know the locations of all facilities at events or venues. *Can you complete the signs by filling in the missing words?*



TOILETS
STAGE
DISABLED
AID
SEATING
VIP
FIRST
DRINK
ONLY





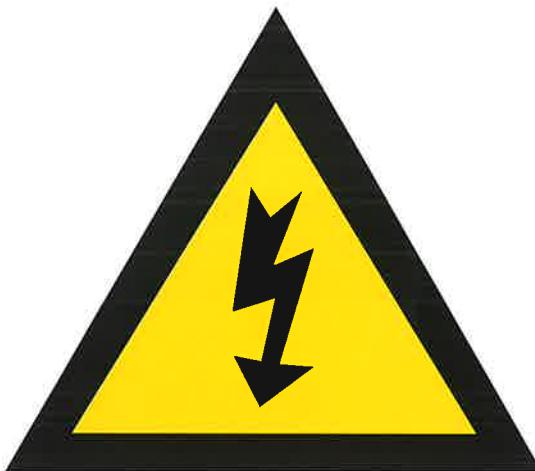
KEY TASK 4

Health and safety signs. The colour and design of a sign identifies its meaning. *Fill in the gaps to show the colour or meaning of the following.*



Prohibition

Blue



Safe

Warning

Green

Example.



KEY TASK 5

Searching. Look at the four areas below and decide how you would search each area for hazards. Write a brief plan of action in the space provided.



A seating stand



A toilet block



Barriers along a roadside



A stairwell

*Controlling the entry,
exit and movement of
spectators at events*



Controlling the entry, exit and movement of spectators at events

Stewards have delegated authority (power) to refuse entry to anyone whom the lawful occupier (event organiser) has decided is not to be allowed access. Such people may include those who have not paid to enter, e.g. someone without a ticket or wristband, or who breaches ground regulations in relation to their conduct, demeanour or drunkenness. Additionally, anyone who has gained access and who should not be in the venue should be asked to leave under the same delegated authority. In sports grounds, stewards are empowered to eject from the stadium any person who might be in breach of certain ground regulations. A trespass is committed by a person who is improperly on someone else's property without consent.

The act of trespass is usually a Civil Offence. However, The Criminal Justice and Public Order Act (Part V), The Criminal Law Act 1977 (section 6) and The Public Order Act 1986 all include specific sections relating to criminal acts of trespass such as squatting.

These Acts enable reasonable force to be applied to remove a trespasser. The **R.E.A.C.T.** model is a good system to ensure that the steward complies with the law.

- R** Request them to leave
- E** Explain the reasons for the request
- A** Appeal for them to leave
- C** Confirm that they still refuse to leave peacefully
- T** Take action (eject)

R.E.A.C.T. explains the best way to remove a trespasser.

Controlling the entry of customers to events can reduce the number of problems occurring inside the event. Refusing entry to potential troublemakers or individuals who do not meet the entry requirements is a regular occurrence when working at a point of entry. Stewards must remember that customers can easily become offended. Clear explanations of the reasons for refusal and ejection are necessary in order to prevent the incident escalating into a confrontation. An informed individual is less likely to become agitated over being refused entry or being requested to leave the event.

There are some key points to consider when supervising entry to an event. Stewards must:

- Familiarise themselves with the required tickets/wristbands that allow access through their entrance
- Check each entry ticket/wristband thoroughly
- Remain calm and courteous at all times
- Observe the body language of spectators in the queue
- Refuse entry if the individual does not meet the entry requirements
- Report problems to their supervisor

Queues are always a potential cause of challenging behaviour. The steward must monitor the queues at the point of entry and within the event area and at the point of exit. Queues can be controlled by using positive hand and arm signals and issuing instructions with a calm but clear and loud voice. The stewards should watch for signs of crowd distress and report any concerns to a supervisor.

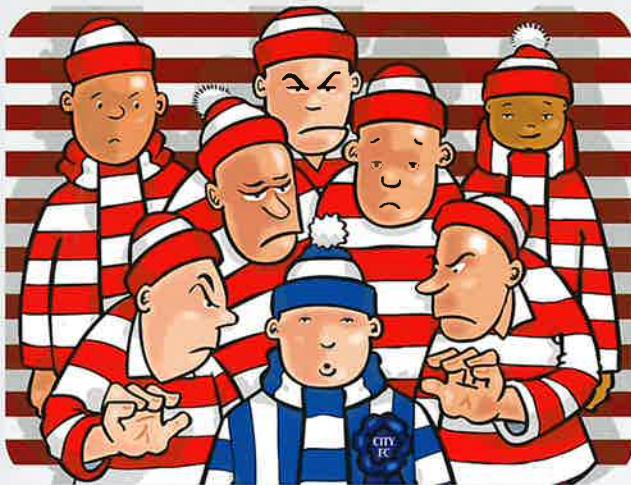
Customers in queues are more likely to remain calm if they know what is happening and how long they will be queuing for. Uninformed customers within queues can become frustrated and agitated.



Stewards must check tickets and wristbands thoroughly.

A high-risk period during an event is when crowds need to move between different areas of the event. Supervising crowd movement between areas is to be done by watching the crowd's speed and movement, as many people will follow the person in front of them. There may be emergency vehicle routes adjacent to the path of the crowd and it is very important that these are kept clear. If there is a fence between the two areas, this may be climbed to get access; a steward's role is to prevent this happening. Crowds try and find the quickest way to a venue.

If the crowd is to be split into different areas, ensure that the correct people move into the correct area. This can be done if specific wristbands or tickets are issued for specific areas; however, tight control of people accessing designated areas is vital, particularly at events like football matches where rival fans could potentially gain access to the wrong stand resulting in fights and disorder.



Once in a designated area, crowd monitoring is a vital role of the steward. Overcrowding, fighting and bad behaviour can make some of the crowd's experience an unpleasant one. Safety is paramount and stewards are to look for signs of distress due to overcrowding or bad behaviour and report their observations to their supervisor.

Crowds leaving events can provide different challenges. At sports events, there could be disgruntled fans at one end and a happier crowd at the other end. Obviously the two should not meet and there will inevitably be a procedure for dispersal, organised and implemented by a Safety Officer or the police.

Clear instructions and signs enable crowds to leave the event peacefully and without confrontation. In the build-up to an event, people could attend over a period of hours or days. However, dispersal could be en masse and produce traffic problems. Keeping the customer calm and patient is a hard task but it is an important role of the steward. Up-to-date information is useful in these cases, e.g. how long it should take to get to the exit.

Customers often expect to be caught in traffic jams as they leave large events. However, as they approach the roads their excitement to join the flowing traffic could make them complacent, so stewards working at these points are to be particularly vigilant for danger.

Importantly, once dispersal has taken place, the stewards should stay in position until the supervisor says that they can leave.

Remember to report any hold-up in customer exit to the supervisor; there may be a larger problem further along in the queue that needs attention.

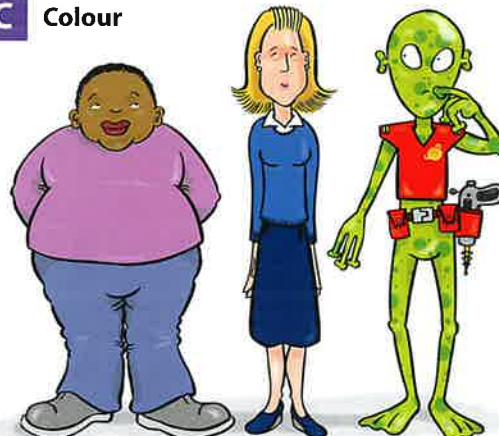
Recognising and responding to illegal and prohibited items at spectator events

Rules on what can and cannot be taken into venues vary at different spectator events. At sports grounds, the Sporting Events (Control of Alcohol etc.) Act 1985 makes it clear that it is an offence (therefore illegal) to:

- Possess intoxicating liquor whilst entering or trying to enter a sports ground
- Enter or try to enter whilst under the influence of alcohol
- Possess intoxicating liquor whilst inside the ground in an area from which a match can be viewed (football only)
- Possess fireworks or flares
- Possess or have consumed illegal drugs
- Possess offensive weapons

Stewards are to report sightings of any illegal articles to the supervisor. They are not to approach individuals and take the articles from them without assistance. In most cases, the supervisor will arrange for skilled stewards or door supervisors to deal with the incident. Steward and spectator safety is the priority and in the wrong crowd, the steward could be the 'enemy'. Stewards need to monitor the individual with the prohibited article, and obtain a description of them using the descriptive technique, HASBOWC:

H	Height
A	Age (approximate)
S	Sex
B	Build
O	Obvious features (hair colour, style, tattoos)
W	Weight (approximate)
C	Colour



Illegal or prohibited items

- Stewards can be called upon to search areas for illegal and prohibited items and, if found, they should notify and take instruction from their supervisor. Ideally, stewards should have a witness with them when seizing illegal articles. Any articles seized should be recorded and entered into a 'seized property' book.
- The police may remove illegal and prohibited articles and details of the police officer removing the articles need to be recorded for continuity - or evidence purposes.
- In the event of a suspect package (the subject of a potential terrorist threat) stewards are not to move the item, but should report it immediately to the supervisor or control room taking care to give an accurate description of the item and its location.
- Fireworks, flares, gas canisters, knives, laser devices and any articles that might be used as weapons and/or compromise public safety are not permitted. At some events other items that may be prohibited are cameras, own food and drink, glasses, cans and bottles.



- Searching by SIA-licensed door supervisors or competent stewards should prevent the majority of these prohibited articles getting into the venue; however, inevitably some do get through.
- When prohibited or illegal items are discovered during a search the steward or door supervisor must know the event's procedures for dealing with the incident. In some cases the customer may be able to take the items back to their vehicle or the items may be seized.

Helping customers with problems at spectator events

A steward is often the only representative of the organisation that spectators will come into direct contact with, and their impression of the individual steward will go a long way to forming their opinion of the event as a whole. Therefore, customer care has to be at the forefront of every steward's mind. Customer service is a proactive attitude that can be summed up as: I care and I can do. Most spectators are at an event to have an enjoyable experience in a safe environment, and stewards, being at the 'coalface' of the event, can make it enjoyable through professionalism and a positive attitude. If spectators have a pleasurable time then they are likely to return and also pass on their experience to other people who may attend too. The knock-on effect of good customer service is increased revenue for the organisers. This is why it is important to have stewards who are good at customer care and who care about their job.



As stewards strive to improve their image and levels of professionalism, it is important that they are aware of and act correctly in relation to issues concerning diversity and equality. Stewards provide a service, and must provide the same quality of service to everyone. They must not **discriminate** against certain types of people when carrying out their duties. Discrimination is treating a person less favourably than another person.

"A person discriminates against another if, because of a protected characteristic, he treats that person less favourably than he treats or would treat others."

A protected characteristic is defined as - age, sex, gender reassignment, disability, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sexual orientation. This is legislation from the Equality Act 2010. When dealing with customers, stewards are to comply with the law in relation to equality and diversity. At the entrances to spectator events, organisers are to offer access to everyone who complies with the conditions of entry - known as inclusive access. There may be some people who are temporarily disabled, e.g. a person who has a broken ankle, who may need to use the disabled access. Common sense prevails in many such cases. However, if in doubt, stewards are to consult their supervisor before allowing access.

A **prejudice** is a hostile (or sometimes positive) attitude towards those who belong to a certain group, simply because they belong to that group, and are therefore assumed to have all of the characteristics ascribed to that group.



Stereotyping is when we lump certain groups of people together, assuming that they are all the same simply because they belong to that group.

Prejudices and stereotyping can be harmful when they are used to openly discriminate against people. Stewards are reliant on the public for their support and confidence, so it is important that their conduct is seen to be impartial and reasonable at all times.

The Equality Act 2010

Previously, discrimination, equality and diversity were enforced by numerous separate pieces of legislation. These laws were often confusing, and some were outdated or ineffective.

The Equality Act received Royal Assent on 8th April 2010 and its core provisions came into force on 1st October 2010. The coalition government has indicated that further provisions relating to public sector equality and gender pay reporting will be effective in 2011 and 2013 respectively.

The purpose of the Equality Act is to provide a new legislative framework to protect the rights of individuals and to advance equality of opportunity for all. The new act simplifies nine pieces of legislation bringing into existence one single statute dealing with discrimination law.

Some of the old laws remain the same, whilst others have been changed or expanded. Some new elements have appeared for the first time.

The Equality Act prohibits discrimination on the grounds of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

These are known as the '**protected characteristics**'.



Direct discrimination.

- **Direct discrimination**

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

- **Indirect discrimination**

Indirect discrimination occurs when a policy or practice which applies to everyone particularly disadvantages people who share a protected characteristic.

- **The Human Rights Act** also prohibits discrimination.

People's rights can be enforced through county courts, resulting in fines and/or compensation being awarded. The term '**vicarious liability**' means that employers could be prosecuted for the actions of their security operatives if a customer is discriminated against. All individuals have the right to be treated with consideration, dignity and respect. Discrimination can be hurtful, insulting and demeaning to the recipient, and is not acceptable from security professionals.

A steward must be:

- **Accessible** - in the right place to assist
- **Approachable** - being friendly, able to listen
- **Knowledgeable** - knowing about the venue and the event so that they can answer questions or be able to contact someone who can answer them.

Stewards have to use good communication skills when dealing with customers, interacting professionally and personally, so that customers know that the steward is there to help. They should use good eye contact and body language to convey the words that are needed for that situation. Remember, body language is part of the non-verbal communication which makes up 55% of effective communication. It's not what you say, it's the way that you say it!



Stewards must be accessible, approachable and knowledgeable.

Stewards are a source of information

Stewards are a source of information - a walking encyclopaedia for that event. Customers will expect them to be able to answer all types of questions which may relate to:

Facilities

- Parking for spectators
- Food sales
- Cash machine location
- Rubbish bin location
- Campsite location
- Seating areas/stands
- Toilets
- General public areas
- First Aid/Casualty centre
- Alcohol sales
- The acts and the times of performances
- Drinking water provisions
- Guests with disabilities
- Designated viewing areas
- Staff/Contractor parking facilities

Rules

- Prices for entry
- Concessions
- Re-entry policy
- Glass/Plastic/Tins - taking into the venue
- Aisles/Access

Procedures

- Evacuation routes
- Emergency numbers
- Stadium evacuation
- Crowd disturbance/Riot
- Bomb threat
- Event cancellation
- Security
- Crowd access
- Dealing with problem spectators/groups
- Dealing with complaints
- Search policy
- Lost property
- Designated meeting/Assembly point



This list is not exhaustive. Stewards may need to know more specific information relating to the event.

When asked a question by a customer, stewards need to respond in a friendly and positive way. If they cannot answer the question, they should seek nearby assistance or direct the customer to someone who may know the answer. Customer service is key and the ethos of 'nothing is too much of a problem' is an excellent way of ensuring good customer service. Stewards should try to ensure that the customer is completely satisfied when he/she leaves them.

Stewards will encounter many customer problems throughout their duty. From injuries to evacuation, the list is endless. The list of information detailed on the opposite page can also have associated problems with each point. Common problems for customers will be:

- Directions to various places within the venue
- Lost tickets/wristbands
- Unable to find their tent (festivals)
- Times of acts on stages
- Wanting to be in areas other than the one that they have bought a ticket for
- Lost children/partners
- Lost property
- Arguments with other customers - not being able to see the entertainment

Stewards need to be compassionate and show empathy to those customers who approach them with problems. Active listening skills are a useful tool in the steward's armoury. A good method of active listening is depicted by the acronym, LEAPS:

- L** Listen to their complaint
- E** Empathise (put yourself in their shoes)
- A** Ask questions (so that you understand)
- P** Paraphrase their complaint
- S** Summarise the solution to the complaint

LEAPS.

This is a skill that will come to the steward with practice. Empathy could be: *"Oh yes, I know how that must feel because I lost my ticket at the last concert I went to."*

Paraphrasing could be: *"OK, so you left your car in the car park and that was the last time you saw your tickets, but you have booked them online. Is that right?"*

Summarising with a conclusion is the best way to finish: *"Even though you've lost your ticket, if you go to the booking office just by the entrance, they will have a record of you purchasing a ticket and they can print you a replacement. Enjoy the event."*

Some customer problems require additional investigation. Any crime reported is to be referred to the supervisor or the police. Complaints about other stewards or the security teams also need to be referred. Any serious incident is best handed over to a supervisor who can make a decision about who is best to deal with it. If the steward is in any doubt about the severity of a customer's problem, they should seek the advice of a supervisor.



Always use the LEAPS method when dealing with customer complaints.

Should a customer make a complaint to a steward, the first step is to assess the complaint for its severity or the implications relating to the complaint. If it is within the remit of the steward to solve, then the steward can do so, e.g. no toilet roll in the toilet area is easily rectified by putting a new one in the toilet. However, if the complaint is one that the steward cannot deal with, they need to inform the supervisor at the earliest opportunity. It is vitally important to keep an impartial view of the complaint as body language and spoken words can often have an inflammatory effect.



KEY TASK 6

A steward may sometimes be required to describe an individual to a colleague or other security staff. Using the HASBOWC technique describe the person below.
Write your description in the space provided.



A person is standing in front of a whiteboard. They are wearing a yellow jacket with a floral pattern and a grey coat. The whiteboard has ten blue horizontal lines for writing.

Dealing with challenging customer behaviour at spectator events

A crowd for a spectator event gathers, arrives, watches the event and leaves. Common flashpoints giving rise to challenging customer behaviour can happen in all of these phases. As a crowd gathers, it could meet rival supporters. On arrival, there may be queues, problems with tickets, bad weather, objections against searching and refusal of entry. During the event, there could be disappointment of the performance, infiltration of rival supporters, overcrowding, alcohol-fuelled disorder, seating problems and even domestic arguments. When leaving, there could be clashes of rival supporters, long queues, traffic problems, and anger at the poor performance at the event, in particular, at sporting events.



As a steward, it is likely at some point that you will have to deal with instances of challenging customer behaviour.

A lone steward is an observer - passing on information to the supervisor and control room. Stewards can be a visual deterrent due to their position of authority and high-visibility, but often they can also be the target of abuse, both verbal and physical. Knowing their limitations, powers and responsibilities can go a long way to ensuring their personal safety, the safety of the crowd and the success of the event.

Stewards have the delegated power of the organiser of the event in relation to trespass - like a person who works in a shop can ask a problematic customer to leave (on behalf of the shop owner). Other than that, they only have the powers of every public citizen.

Stewards' responsibilities

Stewards have certain responsibilities:

- **Observe** - stewards are the eyes and ears of the Safety Officer for the event. They need to monitor the crowd - not watch the performance - looking and listening for problems.
- **Assess** - on identification of a problem, a steward has a responsibility to assess it - Is it serious, not so serious or minor? This decision will be based on the training received, experience and natural instinct of the individual; how one steward perceives the problem could be different to how another steward views it.



- **Determine the action** - once an assessment has been made, action should be taken - this could be as simple as monitoring the situation. However, problems relating to crowd safety should be passed immediately to the supervisor or directly to the control room. Remember your own safety is paramount. Do not rush in or try to be a hero.
- **Record** - it is very important for stewards to record their actions in a notebook or on a designated report form. Even if there is a situation where a person has to be warned about their conduct, having a record could assist others if the person reoffends. A report will also be useful for the debriefing session at the end of the event, refreshing memories and providing feedback for the organiser which may help improve future events.

When dealing with challenging behaviour, the initial response given by a steward should be polite and friendly. This response is less likely to inflame a situation. Stewards' personal safety must be a priority when faced with challenging behaviour and they need to use conflict management techniques to defuse the situation whilst keeping safe. To prevent it escalating, stewards should use active listening skills (LEAPS), positive body language and a calm voice.



Avoid speaking in a condescending manner and try to conclude the problem with a 'win - win' situation. Stewards will 'win' every time they deal with a situation that does not escalate into something more serious. A 'win' for a customer is feeling valued and being treated seriously and fairly.

Other considerations for dealing with challenging behaviour:

- Stand outside the customer's personal space (about an arm's length away).
- Be quiet, calm and determined.
- Use calm body language.
- Suggest - don't tell.
- Don't talk when they are talking - allow them to 'vent'.
- Speak audibly.
- Apologise if necessary.
- Be aware of your own mood and feelings.

Assertiveness and aggressiveness are human responses and both can be harnessed or created to escalate or defuse conflict. Much research has been done about human conflict signs and symptoms and there is no doubt that some people are better at identifying those signs and reacting accordingly. Managing conflict is therefore based on natural human responses and 'learned behaviour'. A natural response can be adapted with training and this unique human trait can assist stewards who may come into contact with conflict.

Stewards may have to impose directions on a crowd and sometimes the crowd may not want to take those directions. A steward who then takes a more aggressive stance to impose the directions, is much more likely to face aggression as a response than to get cooperation. Assertiveness can gain cooperation and instils confidence in the crowd of the steward's abilities. It is therefore important that stewards act assertively and not aggressively when dealing with customers.

Assertiveness uses body language, facial expression, tone and words to encourage customers to do what is required. It can be described as a 'firm but fair' method of managing people.

- Body language is a huge part of non-verbal-communication (NVC) that can demonstrate the difference between aggression and assertiveness. To be assertive, a confident stance, feet shoulder width apart, 'standing tall' (not slouching) but with a slightly relaxed look is ideal.
- Facial expression should be relaxed, not tense, and eye contact should be good but not fixed. Smiling can help the face relax.
- The tone of the voice when speaking, should be inviting the customer to do things as opposed to 'telling'; be calm and assured.
- Words spoken should be to encourage customers but in a way that is not likely to be taken as threatening, e.g. 'Go that way' can be deemed more aggressive than, 'Move along please'.



An assertive but not aggressive stance is essential when dealing with challenging customers.

There will be times when, whilst dealing with a situation, assistance is required. This could be for a number of different reasons such as:

- The steward cannot answer a question to the satisfaction of the customer
- There is a perceived level of aggression being displayed toward the steward
- Medical or fire services are required
- Crowd distress or disorder has been identified

A steward who has a radio must know the correct location and call sign, and the event radio protocol. When a radio is not available, stewards should look for assistance without jeopardising their safety. In order to attract attention, stewards will need to know where the nearest assistance is and look in that direction, ensuring, in a conflict situation, that they are out of reach of the customer. Stewards should be acutely aware of the people in their team and, in particular, their supervisor who should be nearby to assist those without radios. Stewards should also be aware of where the CCTV cameras are and could wave their arms toward the cameras to attract attention. The control room will then contact the supervisor for that area.

Stewards, as part of their role, may have to touch, escort or restrain customers. SIA-licensed door supervisors are available to assist at most events. However, it is important to know the law on self-defence and legal considerations covering reasonable force.



SIA-licensed door supervisors may be on hand at most events to assist stewards.

The law on self-defence is covered by two pieces of legislation:

Common Law - Use of Force

"If you have an honestly held belief that you or another are in imminent danger, then you may use such force that is reasonable and necessary to avert that danger." (unwritten)

Common law is backed up with stated cases - a statement of the facts of a case prepared by one court for the opinion or judgement of another court.

Section 3 Criminal Law Act 1967

"A person may use such force as is reasonable in the circumstances:

- in the prevention of crime or
- in the effecting or assisting in the lawful arrest of offenders or suspected offenders or of persons unlawfully at large."

This Act of Parliament is used, in the main, by law enforcement organisations. However, the general public have certain powers of arrest and this Act gives guidance on the use of force when making or assisting in the arrest of others.

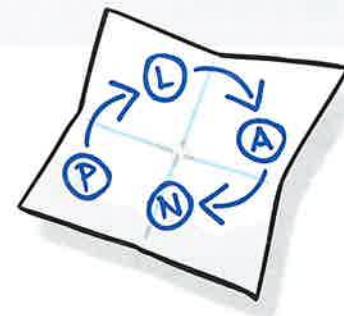
Stewards will be in situations where they may have to move crowds or individuals and as they do so, they may have contact with the crowd. Force used must always be reasonable in the circumstances and the Crown Prosecution Service gives the following advice on how to judge the level.

Reasonable Force

"In assessing the reasonableness of the force used, Crown Prosecutors may ask two questions:

- Was the use of force necessary in the circumstances, i.e. was there a need for any force at all? and
- Was the force used reasonable in the circumstances?"

P	Proportionate
L	Legal
A	Accountable
N	Necessary



Remember the acronym, PLAN when using reasonable force.

To summarise, reasonable force can be used to:

- Protect yourself from attack
- Act in the defence of others
- Prevent crime
- Exercise a lawful power of arrest of offenders





KEY TASK 7

Reasonable force. On occasions a steward may be called upon to use reasonable force when dealing with individuals. Complete the missing letters and words below.

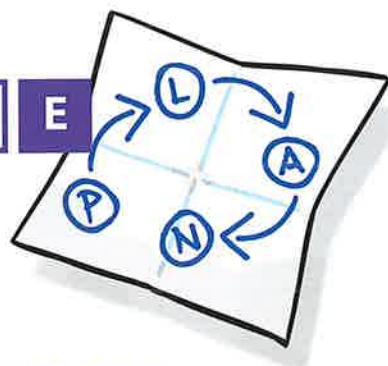
What does the acronym, **PLAN** stand for when using reasonable force?

P P E

L

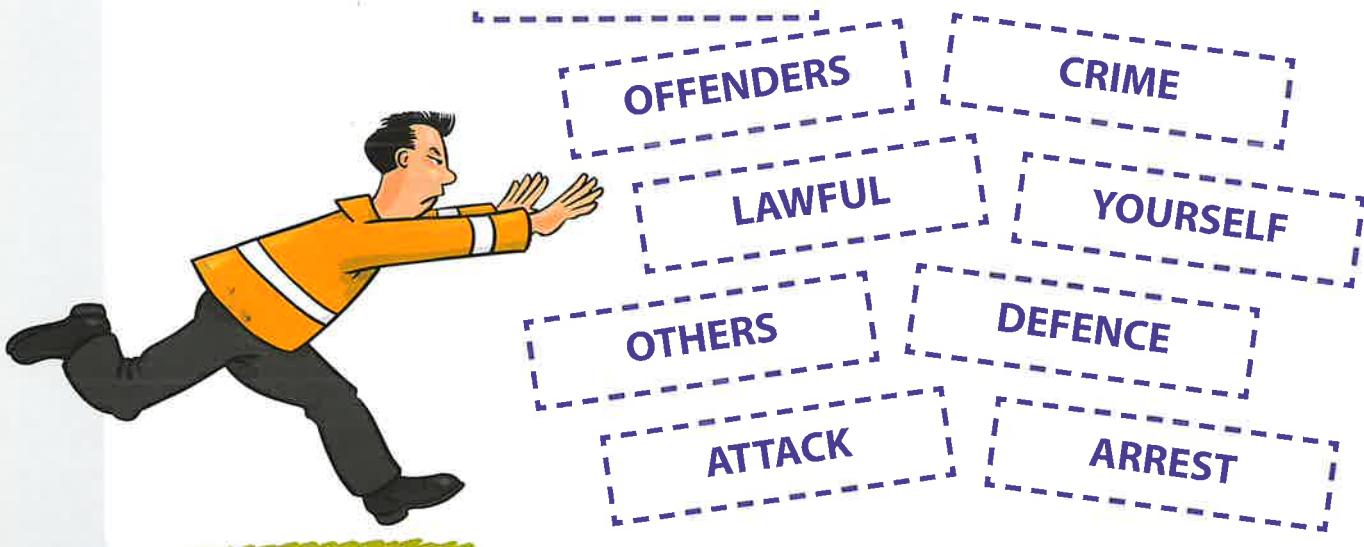
C E

N E



Reasonable force can be used to:

- Protect from
- Act in the of
- Prevent
- Exercise a power of and
the detention of



*Monitoring crowds and
responding to potential
crowd problems at
spectator events*



Monitoring crowds and responding to potential crowd problems at spectator events

Recognising and responding to potential crowd problems at spectator events



Stewards are employed to ensure that spectators have an enjoyable experience in a safe environment. When large groups of people come together, there is the potential for crowd disorder and injuries.

"Human beings, in a crowd situation do not lose control over their behaviours, but shift from behaving in terms of their individual identity to behaving in terms of the norms and values espoused by their shared social identity".

(Stott & Reicher, 1998a; Drury & Reicher, 2000).

In other words, they "follow the crowd." But their actions can often be misinterpreted as a result. For instance, a crowd at a football match, who collectively identify themselves as football fans with the primary intention of simply watching the match, may act in a lively, boisterous manner as they enjoy the game. However, another group, such as the police (or stewards) may (possibly as a result of prior expectations) incorrectly interpret this behaviour as being indicative of imminent crowd disorder.

As a result of their interpretation the police are likely to react as they deem appropriate, i.e. so as to minimise this imminent disorder. Thus, the football crowd's intentions are unlikely to be realised, and unintended consequences such as reacting in opposition to the police and committing disorder may result.

Once again the reverse should also hold true in that the crowd may, as a result of previous experience, incorrectly interpret the actions of the police, e.g. as being overly aggressive rather than to maintain control, and react accordingly, e.g. committing disorder.

(Research conducted by the University of Leeds for the Emergency Planning College document, 'Understanding Crowd Behaviours')

Therefore, it is vitally important for stewards to monitor potential crowd situations from the outset as this will provide good information on the group dynamics and enable the stewards to pass on credible judgements to the supervisor and control room.

Stewards need to concentrate on the audience/spectators and not the performance. They should look for potential troublemakers, breaches of ground rules and signs of distress in the crowd. Supervisors should ensure that the stewards are placed in the best positions to see the crowd at potentially high-risk areas. Stewards (in case they need their assistance) should be aware of how to contact their supervisor.

Types of crowd problems at spectator events:

- Overcrowding
- Queue problems - long, time delay on entry, queue 'jumping', hiding prohibited articles, refusing searches, long queues to the toilets/food vans/bar area
- Segregation of rival fans inadequate/too close
- Fighting
- Throwing articles
- Drunken behaviour
- Crushing/falling to the floor
- Breaches of other ground regulations - smoking, pitch incursion, drinking in sight of the pitch (football only), unlawful entry, customers in the wrong area of the ground, standing in a seated area or in an emergency aisle
- Racial abuse by the crowd
- Prohibited articles smuggled in and used in the crowd (e.g. fireworks, smoke flares)



Smoke flares and fireworks are classed as 'prohibited articles'!

Overcrowding can be identified with a simple test. Stewards can look into the crowd and if they can see the spectator's waist there is ample room in the area for more spectators. If they can see their shoulders the area is at capacity and no further spectators should be allowed to enter. If they can only see heads there is overcrowding and a strong possibility of crush injuries. Crowd distress can be seen in a number of ways: facial expression, anxiety and panic are all good indicators that there is a problem. A good steward can recognise these signs early to prevent injuries or death.

If these danger signs are observed, stewards should contact their supervisor and report their observations. In urgent cases, stewards may need to conduct a dynamic risk assessment and take action if necessary. A well-known Health and Safety model for a risk assessment:

1. Identify the hazards
2. Identify who may be harmed by the hazard and how
3. Evaluate the risk and decide on controls or precautions
4. Record findings and implement them
5. Review assessment and update if necessary

Dynamic risk assessments are defined as - "The continuous assessment of risk in the rapidly changing circumstances of an operational incident, in order to implement the control measures necessary to ensure an acceptable level of safety. Dynamic Risk Assessment is only appropriate during the time critical phase of an incident which is usually typical of the arrival and escalation phase of an incident. At the earliest opportunity the Dynamic Risk Assessment should be supported by a more analytical risk assessment."

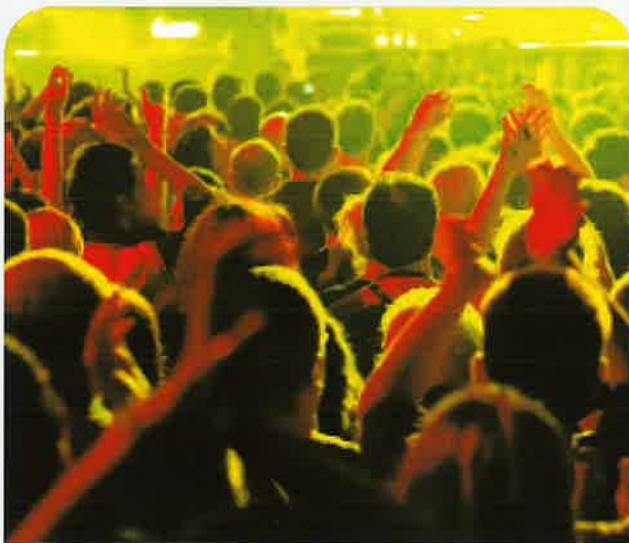
For example, a steward may see a person standing in an aisle of a seated area. Apart from being a breach of ground safety rules, it is a hazard to people walking along the aisle as they may be forced to walk in a seated area to avoid the person. The seated area is a trip hazard for people walking in it. So by conducting the dynamic risk assessment, the hazard and how someone may be injured have been identified. The control measure is to approach the person and ask them to move out of the aisle. This is recorded in the steward's notebook. Finally, the aisle is constantly checked (reviewed) for people standing in it. If the problem persists with numerous different people, the details can be passed to the Safety Officer for the area who can include it within the arena's risk assessment - the control measure being better signage or a painted area on the floor depicting 'no standing'.



Stewards should follow a set procedure for crowd problems, based around the Risk Assessment process.

1. Identify the problem.
2. Identify who may be harmed/may be the culprit.
3. Evaluate the risk and decide on the action to be taken.
4. Take the action and record it.
5. Review - this could be in the debriefing at the conclusion of the event.

Number 3 in the process could be as simple as 'informing the supervisor'. This set procedure can be used for all potential crowd problems. In some reported crowd situations, the role of the steward may be to 'wait for further instructions,' once the Safety Officer of the event has full knowledge and is considering response options. Remaining calm is important as feelings and expressions of concern can be transmitted to the crowd and may cause panic. By following instructions from the supervisor, the control room or the Safety Officer, the operation of dealing with the problem can be smoothly executed with minimum impact and maximum effectiveness. Safety Officers will have contingency plans for many incidents and these would have been designed to ensure the safety of the staff and the public. All instructions need to be followed as a failure to do so may result in an unsuccessful outcome.



Stewards must get permission from their supervisor or Safety Officer before entering a crowd.

When dealing with problems in crowds, stewards can put themselves in danger or endanger their colleagues and innocent members of a crowd if they enter without the necessary support. Stewards should, therefore, never enter a crowd without the permission of their supervisor or the Safety Officer.

When responding to crowd problems, stewards should use the set 'Risk Assessment' procedure, inform their supervisor and await directions. If this is done, the risk of injury will be dramatically reduced. This is the most effective way of ensuring that stewards avoid putting themselves or their colleagues at risk.

Recognising and responding to illegal and unsociable behaviour at spectator events

Customers attending a spectator event will hope to have an enjoyable experience in a safe environment. As with any large gathering of people, there will be criminal elements who want to spoil the enjoyment for the majority of the law-abiding public. They may not consider that what they are doing is spoiling it for others. However, many people are upset or annoyed by illegal or unsociable behaviour, and for this reason it is important that stewards recognise and respond to this sort of behaviour.



'Touting' or selling fake tickets is illegal behaviour.

Both outside and inside any spectator event, there are a number of different illegal behaviours such as:

- Ticket touting/selling fake tickets
- Selling fake merchandise for that event
- Possession of offensive weapons when entering the event
- Assault
- Racial abuse
- Drug abuse/selling drugs
- Purchasing alcohol for a person under 18
- Theft
- Sexual assault
- Fraud
- Criminal damage
- Throwing items toward the playing area (sporting events)
- Going onto the playing area (sporting events)
- Chanting in an indecent or racist nature (sporting events)
- Lewd behaviour (indecent/sexual)

These are the more common ones, but in any public area there could be any number of different offences.

When an illegal offence is encountered, a steward should contact the supervisor as soon as possible. Any evidence that can be seen should be preserved, including the location of the offence if deemed necessary, and the area secured until told otherwise by a supervisor or the police. If the offence occurs in the crowd, the steward needs to get a description of the offender and the victim, and alert the CCTV cameras to the area in question. At the earliest opportunity, the descriptions should be written into the steward's notebook.

If a victim reports a crime directly to a steward, they should contact their supervisor, remain calm, and treat the victim accordingly as he/she may be under stress/injured. If necessary, give first aid or call for medical assistance.

Unsociable behaviour could be described as behaviour that is offensive or unsociable to the reasonable man. Such behaviour could be:

- Drunken behaviour
- Spitting
- Verbal abuse
- Urinating in a place other than the toilet
- Smoking in a non-smoking area
- Swearing in the presence of children



Unsociable behaviour.

If a spectator is offended by behaviour that is not an illegal act but an unsociable one, the steward should treat it as serious. The steward's role is to ensure an enjoyable experience for the spectator in a safe environment and if a spectator's enjoyment is being spoiled, the steward needs to try to rectify the behaviour. Initially, witnessing the behaviour can help the steward in empathising with the victim and can help when approaching the offender.

Before approaching the offender, the dynamic risk assessment procedure should be undertaken and the supervisor informed if appropriate. The risk assessment procedure will help the steward to decide what action should be taken and who should take that action. It may be appropriate to use SIA-licensed door supervisors to deal with an individual or it may be appropriate for a steward to deal with it, depending on the experience of the steward. Once the person has been dealt with, update the victim with what has happened.

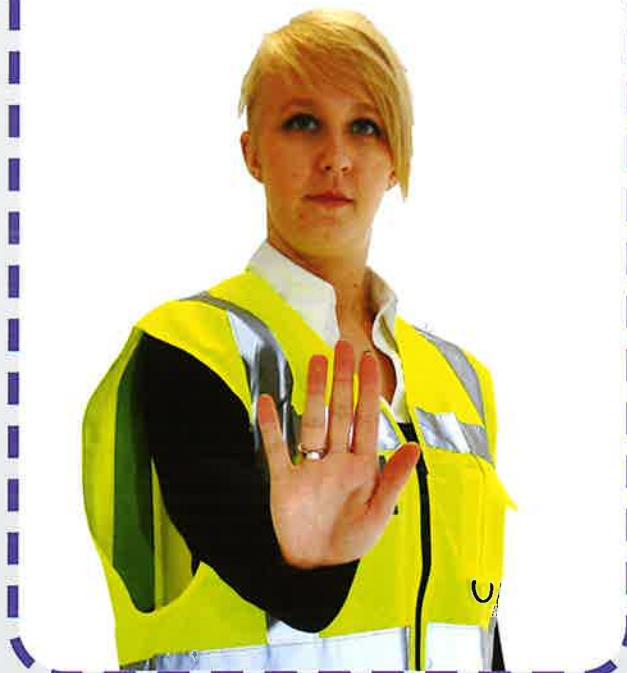


Record all incidents in your notebook.

A win - win situation for the victim may be a move to a different area to ensure that contact is not had with the unsociable element. The steward should then record the incident in their notebook.

Five steps to risk assessment

- 1 Identify hazards**
- 2 Identify those who may be harmed**
- 3 Evaluate risk by considering existing precautions**
- 4 Record the findings**
- 5 Review and revise as necessary**





KEY TASK 8

Crowd problems at spectator events. Answer the questions below.

Give **6** examples of typical **crowd problems** at spectator events:

1

2

3

4

5

6

Give **6** examples of **illegal behaviour** at spectator events:

1

2

3

4

5

6



*Responding to injuries,
illness and emergencies
in the Active Leisure
and Learning Sector*



Responding to injuries, illness and emergencies in the Active Leisure and Learning Sector

Responding to injuries and illness on a first-on-scene basis

If stewards witness someone being injured or are first on the scene to deal with an individual who has been injured, it is vital that they remain calm and do not panic. The injured person and the people around them will respond to their reaction. If stewards panic they may aggravate the injury by moving someone with a spinal injury or removing glass from a wound that was restricting the bleeding.



Stewards may often be the first to respond to an emergency.

If stewards have received first aid training then they will know the procedure for ensuring their own safety first and then to carry out a primary survey. If stewards have not received first aid training they should know who to contact, and to do so immediately if they have a radio. If they do not have a radio, they should send someone for assistance. In the meantime they should ensure that the casualty is not crowded or, even worse, trampled by other people, and they can save vital time for the first aider - move back any crowds, remove any obstructions that are not in contact with the casualty, ask the crowd if they know what happened, and ask colleagues to try to keep a path clear in case an ambulance is required. Also they should try and keep the casualty and any friends or family calm until the first aider arrives. They must then tell the first aider quickly and concisely what they know (not think) about the injury and the casualty. The stewards will then take their instructions from the first aider.

Some types of injuries and illnesses that stewards may encounter are:

- Broken bones
- Cuts
- Heart attack
- Stroke
- Heat exhaustion/hyperthermia/cold injuries
- Diabetes
- Asthma
- Crush injuries
- Anaphylactic shock
- Alcohol - or drug-related illnesses

It is important that stewards complete the event documentation as soon as possible after the incident. If they are not able to complete the document straight away they should make notes to help them remember what happened. It is important to report all accidents and incidents as the management can then identify any patterns or possible improvements that can be made before the next event. It is also important to have an accurate record in case the casualty attempts to sue the event organisers.



A steward should ensure that the casualty is not crowded and the emergency worker has sufficient space to carry out any treatment required.

Typical reporting procedures to their contact, their supervisor and/or the first aider are by radio, hand signals or sending someone. Immediately after the incident has been dealt with they should write bullet points in their notebook. Stewards should complete the event's documentation when they are relieved from their post.

Following emergency procedures

An emergency is an unplanned event that is so serious it must be dealt with immediately.

Stewards may be involved with emergency procedures relating to:

- Fires
- Floods
- Power cuts
- Fights and assaults
- First-aid incidents
- Bomb threats
- Unsafe structures (due to high winds etc)



High winds can cause severe problems at events.

All of these incidents need to be dealt with immediately and in a calm manner. A steward must always remember that preservation of life is the top priority followed by the protection of property.

In cases of emergency the customers will look to the stewards for guidance and direction. The level of panic will be determined by how the stewards respond and how promptly they initiate event procedures to evacuate an area. Each steward should know precisely what they are supposed to do in emergency situations. Positions will have been allocated to ensure the speedy evacuation of each area. Some supervisors will have the responsibility of fire marshal and/or first aider. It is vital that everyone acts in accordance with the event evacuation plan.

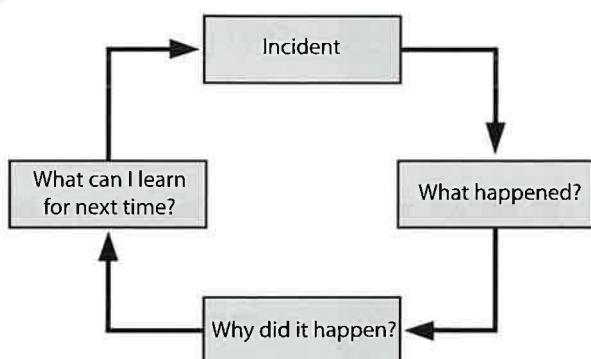
The main problems that may occur during an evacuation are that customers may not believe that the emergency is real or they may panic and become confused. In these instances the steward must be assertive and, with the use of hand signals, direct the customers to the correct exit. Once the crowd is moving they will tend to follow each other.



In an emergency, stewards must be assertive and use clear hand signals to indicate emergency exits.

After any emergency it is very important that all incidents are reported on the event documentation and given to the correct person. If the evacuation occurred at a regular event such as at a stadium it is imperative that all the staff have a debriefing to discuss what went well and any improvements that could be made to the procedures for any future evacuation.

Remember the safety and security of the customers and staff are the primary consideration at all events.



Following an incident, always review your actions.



KEY TASK 9

Responding to injuries, illness and emergencies.
Which of the following statements is correct?



After responding to a **medical emergency** at an event you should:

a

...ensure the incident is recorded on event documentation, take it home with you and hand in next time you are working.

Tick

b

...hope the person gets better soon so you can get home as quickly as possible to watch the match on TV.

Tick

c

...ensure that the incident is recorded on event documentation and handed to the correct person (supervisor).

Tick

Appendix



Useful websites for further information

SkillsActive the Sector Skills Council

www.skillsactive.com

Health and Safety Executive (HSE)

HSG 195 (Event Safety Guide)

www.hse.gov.uk/pubns/books/hsg195.htm

Guide to Safety at Sports Grounds

www.safetyatsportsgrounds.org.uk

The Security Industry Authority (SIA)

www.sia.homeoffice.gov.uk

Highfield Awarding Body for Compliance (HABC)

www.highfieldabc.com

Equality Act 2010

www.homeoffice.gov.uk/equalities/equality-act/

