

Extract from the 'Green guide' - Guide to safety at Sports Grounds

Information relevant to stewards – principles apply to festivals etc too

4.5 Appointment of stewards

Stewards should be fit and active with the maturity, character and temperament to carry out the duties required of them. They should be able to understand and communicate verbal and written instructions in English.

Duties of stewards

While these may vary, depending on the size and configuration of the ground and the nature of the event, the basic duties of stewards (whether in-house, hired or contracted) should be to enforce the management's safety policy, the requirements of the safety certificate, where applicable, and all ground regulations.

There are ten basic duties for stewards, summarised as follows:

- a. to understand their general responsibilities towards the health and safety and welfare of all spectators, other stewards, ground staff and themselves
- b. to carry out safety checks
- c. to control or direct spectators who are entering or leaving the ground, to help achieve an even flow of people to and from the viewing areas
- d. to assist in the safe operation of the ground, not to view the activity taking place
- e. to staff entrances, exits and other strategic points; for example, segregation, perimeter and exit doors or gates which are not continuously secured in the open position while the ground is in use
- f. to recognise crowd conditions so as to ensure the safe dispersal of spectators and the prevention of overcrowding, particularly on terraces or viewing slopes
- g. to assist the emergency services as required
- h. to provide basic emergency first aid
- i. to respond to emergencies (such as the early stages of a fire); to raise the alarm and take the necessary immediate action
- j. to undertake specific duties in an emergency or as directed by the safety officer or the appropriate emergency service officer.

This list is for guidance only and is not intended as a substitute for training leading to a nationally recognised qualification. For details of such training and further references for stewards' duties, see Bibliography.

Training

It is the responsibility of management to ensure that all safety personnel, whether employed in-house or under contract, are trained and competent to undertake both their normal duties and their roles under its emergency and contingency plans. The training should also cover the specific needs of vulnerable and juvenile spectators.

Training must be conducted by occupationally competent persons using suitable training resources and material that will provide the relevant underpinning knowledge to satisfy the requirements of the National Occupational Standards for those relevant vocational qualifications.

During the training programme, stewards should be assessed by occupationally competent assessors to demonstrate their competency against the National Occupational Standards and performance criteria of the relevant vocational qualification.

It is recognised that, at any given time, some stewards will probably not have had the opportunity to complete their training and assessment. However no steward should be deployed at the sports ground until they have undertaken all aspects of relevant familiarisation and induction training. Stewards should not work unaccompanied until they have satisfied the following criteria:

- a. they have received training to provide the underpinning knowledge for the following units in the National Occupational Standards for Spectator Safety:
 - i. C29 – Prepare for spectator events
 - ii. C35 – Deal with accidents and emergencies
 - iii. C210 – Control the entry, exit and movement of people at spectator events.
- b. they have attended four events as a steward.

All stewards should complete their training, assessment and qualification within 12 months thereafter.

Supervisors should receive additional training that develops their skills and competencies especially when responding to unplanned incidents. It is recommended that supervisors hold a level 3 spectator safety qualification on the relevant qualification framework.

All training and assessment records must be complete and fully maintained to ensure the training and assessments can be verified by the relevant awarding body and, where a safety certificate is in force, the local authority.

Where there are significant numbers of unqualified stewards undergoing training the (S) factor should be reduced.

Code of conduct for stewards

Stewards are representatives of the management, and during many events are the only point of contact between the management and the public. It is therefore recommended that management draw up a code of conduct for all stewards.

A code of conduct might include the following matters:

- a. Stewards should at all times be polite, courteous and helpful to all spectators, regardless of their affiliations.
- b. Stewards should at all times be smartly dressed. Their appearance should be clean and tidy.
- c. Stewards are not employed, hired or contracted to watch the event. They should at all times concentrate on their duties and responsibilities.
- d. Stewards should never:
 - i. wear clothing that may appear partisan or may cause offence while on duty
 - ii. celebrate or show extreme reaction to the event
 - iii. eat, drink or smoke in view of the public
 - iv. consume alcohol before or during the event
 - v. use obscene, offensive or intimidatory language or gestures.

Control and communication

The stewarding operation should be co-ordinated from the ground's control point, which should maintain an efficient means of communication with the stewards and/or their supervisors

Identification

Experience shows that spectators react more favourably towards stewards who are readily identifiable. It is also important that stewards are easily identifiable by fellow stewards and safety personnel. All stewards should therefore be provided with high-visibility, weather-proof jackets or tabards which meet current safety standards or some other clearly visible means of identification. Armbands alone are not acceptable.

The stewards' jackets or tabards should clearly indicate the duty performed by the steward; for example, safety officer, chief steward, supervisor, steward or car park steward.

The jacket or tabard should also carry a unique number, by which each supervisor or steward can be identified.

Briefing

The briefing of stewards forms a necessary component of effective safety management. Arrangements for this will vary according to the number of stewards involved. If the total number does not exceed 50 it may be possible for all stewards to be briefed together, by the safety officer or chief steward. Where there are more than 50 stewards on duty, experience shows that it may be more beneficial to use cascade briefings where the safety officer or chief steward brief supervisors, who then brief their individual sections. An accurate record of briefings should be kept. For this reason it is recommended that they are scripted by the safety officer and retained with the post-event summary

De-briefing

A de-brief of stewards is also necessary, to ensure that any incidents or problems are referred to the safety officer for follow-up action. As with briefing, the arrangements for the de-briefing will vary according to the number of stewards involved. As part of the de-briefing procedure, incident forms should be completed by stewards and handed to the supervisor, chief steward or safety officer.

Stewards' documentation – safety handbook/briefing notes

Every steward should be fully appraised in writing of his or her duties and responsibilities. This can be achieved by the issue of a safety handbook.

A suggested list of headings is as follows:

- a. introduction to the sports ground; its layout and management
- b. general requirements of stewards
- c. communication and radio call signs
- d. duties before event
- e. duties during event
- f. duties after event
- g. emergency procedures
- h. training
- i. contingency plans (see Section 3.18 for headings)
- j. ground regulations
- k. fire precautions and fire fighting
- l. specific responsibilities (according to role or duties)
- m. code of conduct
- n. plans of ground
- o. positioning of key point telephones and fire safety points
- p. notes.

Stewards' documentation – checklist

The duties and responsibilities of a steward may also be summarised on a simple checklist or 'aide-memoire' card, to be issued to all stewards for carrying during the event.

The contents of this checklist should follow a standard format, as established in the safety handbook. All such stewards' documentation should be available for inspection by authorised persons.

Training exercises

Exercises should be carried out on a regular basis, and at least annually, to ensure that procedures laid out in the contingency plans operate smoothly. Records should be kept of the duration of the exercise, of the instruction provided and of the personnel involved. At least 14 days' notice of the intention to hold such exercises should be given to the local authority (where a safety certificate is in force), and the emergency services.

Keeping records

It is important to retain an accurate record of all training sessions, assessments and briefings. In addition, a records or profile form should be maintained of each steward. The type of information to be recorded should include:

- a. name, age, address, and contact numbers
- b. relevant professional and vocational qualifications (for example, fire-fighter or first aider)
- c. training sessions attended
- d. matches or events attended
- e. duties or position in the ground for each event
- f. assessment of progress.

Such records should be readily available for inspection by authorised persons.

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