



# Steward's Handbook 2016/2017

# 1. Safety Policy Statement

London Stadium 185 Ltd (LS185), as operators of The Stadium in the Queen Elizabeth Olympic Park, undertakes that all activities connected with football matches or any other spectator events held at the Stadium are conducted in a way that, as far as is reasonably practicable, ensures the safety of everyone attending the Venue.

LS185 are the holders of the General Safety Certificate periodically issued by The London Borough of Newham Council. As such it is responsible for the reasonable safety of spectators attending all events at the stadium.

LS 185 also have responsibility under an agreement with E20, the Stadium Owners to provide stewards in areas away from the stadium. These stewards are responsible for the walking routes leading to the venue and offer way finding and customer service on ingress whilst on egress they manage the safe departure of spectators through the Queen Elizabeth Olympic Park towards the transport hubs.

The organisation to implement the Spectator Safety Policy is directed by the Head of Safety & Security. He has responsibility in liaison with the Safety Officer for ensuring that all reasonable steps are taken by LS 185, other organisations and the emergency services to provide for the reasonable safety of those attending a match.

The responsibilities of the Head of Safety & Security, Event Safety Officer and other relevant positions are set out in the various Role Descriptions. The Head of Safety & Security reports directly to the Board of Directors. The Safety Officer also has direct access to the Board of Directors on event days.

All directors and employees of London Stadium 185 and its partners have a duty to implement and monitor this policy and report any deficiencies, in order that any necessary modifications to the policy can be considered.

The Head of Safety & Security and Safety Officer will liaise with The Metropolitan Police, London Fire and Rescue Service, London Ambulance Service and any other body that has an input into the safety of spectators attending the stadium.

In particular LS 185, in co-operation with the emergency services, will produce contingency plans that can be implemented in the event of a large-scale emergency.

In this policy statement, the various terms used refer to the following:

<b>Chief Executive</b>	Linda Lennon OBE
<b>Chief Operations Officer</b>	Graham Gilmore
<b>Head of Safety &amp; Security</b>	██████████
<b>Safety Officer</b>	██████████

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## 2. Stewarding Mission Statement

The primary role of all Stewards is the safety of spectators and staff. It is however critical that we do this in a way that supports the company's values.

### Our Vision

To be a world class Stadium of choice attracting the best in sporting and entertainment events that the national and international markets have to offer.

### Our Mission

Operate safely and efficiently, and to provide innovative stadium entertainment for local communities, national and international visitors, customers and stakeholders, and handback in 25 years.

Hosting our spectators and guests is a key part of the experience of a match at The Stadium in The Queen Elizabeth Olympic Park.

All our efforts will be committed to the care, comfort, and wellbeing of all of those visiting and using the stadium, and ensuring it is a place they want to visit time and time again.

Safety is our primary concern and must remain uppermost in our mind whilst working at the Stadium.

Our vigilance will be vitally important. Lives may depend on how quickly we think and react to situations within the stadium and its environment.

[REDACTED] (Head of Safety & Security – LS185)

## 3. Stewarding Ethos

As a member of the Stewarding team at London Stadium 185 we encourage you to push beyond your personal best.

Our ambition is to inspire one team to consistently deliver attentive and knowledgeable service.

We want that service to be full of energy and personality with our people at the heart of an experience that is welcoming and magical for everyone involved.

### I DO ACT

#### I = Inspirational

Behave in a way that inspires others, set high standards and feel proud to be part of the LS 185 team.

#### D = Distinctive

Providing first class customer care – going the extra mile to add the personal touch.

#### O = Open

Be approachable, be honest – deal with situations and answer questions. See a problem through to a successful conclusion.

#### A = Alert

Aware of people's needs – spot the dangers – minimise the risk – contribute to a safe environment for all.

#### C = Consistent

Same high standard from first to last.

#### T = Team – Doing the Right Thing

We do it together – one team, one ethos

## 4. Table of Contents

1. Safety Policy Statement
2. Stewarding Mission Statement
3. The Ethos of Stewarding at LS185
4. Table of Contents
5. Key Personnel
6. Introduction
7. Safety Staff Organisation Plan
8. Stadium Ground Plan
9. Key Locations
10. Main Stewarding Roles
11. Stewards Code of Conduct
12. Dress Code
13. Reporting for duty
14. Stand down procedure
15. Staff Welfare
16. Ground Evacuation
17. Emergency Codes
18. Fire
19. Suspect Packages
20. Pitch Invasions
21. Disabled Supporters
22. Lost Property
23. Debriefs
24. Ground Regulations
25. Call Signs
26. Football Legislation
27. Sporting Events (Control of Alcohol Act 1985)
28. Safeguarding
29. Ejections
30. Health and Safety
31. Medical Incidents

32. Customer Care Policy

33. Personal Details

## 5. Key Personnel (LS185)



Linda Lennon  
(Chief Executive Officer)



Graham Gilmore  
(Chief Operations Officer)



Steve Riley  
(Head of Safety & Security)



Chris Baker  
(Event Safety Officer)

## 6. Introduction

**London Stadium 185 has an obligation to steward all events held at The Stadium.**

The method of fulfilling that obligation is set out in the following documents:

- The General Safety Certificate issued to London Stadium 185 Limited, to cover football events held at The Stadium requiring certification under the Safety of Sports Grounds Act 1975.
- The “Guide to Safety at Sports Grounds” published by the Home Office (“The Green Guide”).
- The Ground Regulations published by the Football League /Premier League / UEFA.
- London Stadium 185 Operations Manual.

### **Safety Certificate – Key Points**

The following items are a summary of the key points of the Club’s Safety Certificate:

- The holder shall be responsible for providing Deputy Safety Officers and such number of Senior Stewards and Stewards as specified in the operations manual.
- The Safety Officer, Deputy Safety Officer and each Senior Steward shall be readily recognisable by the wearing of a coat or tabard which is distinctive from that worn by the Stewards.
- No Steward shall leave his/her place of duty without the authority of the appropriate Senior Steward.
- Stewards must be located at key points where control is most needed.

- All exit gates must be staffed during any specified event.
- Each Steward shall be properly trained in his/her duties and aware of their duties in the “Green Guide”.

### **The Stewards shall be:**

- Fit and capable to carry out their duties.
- Properly trained and instructed.
- Provided with written instructions as to their duties and responsibilities.

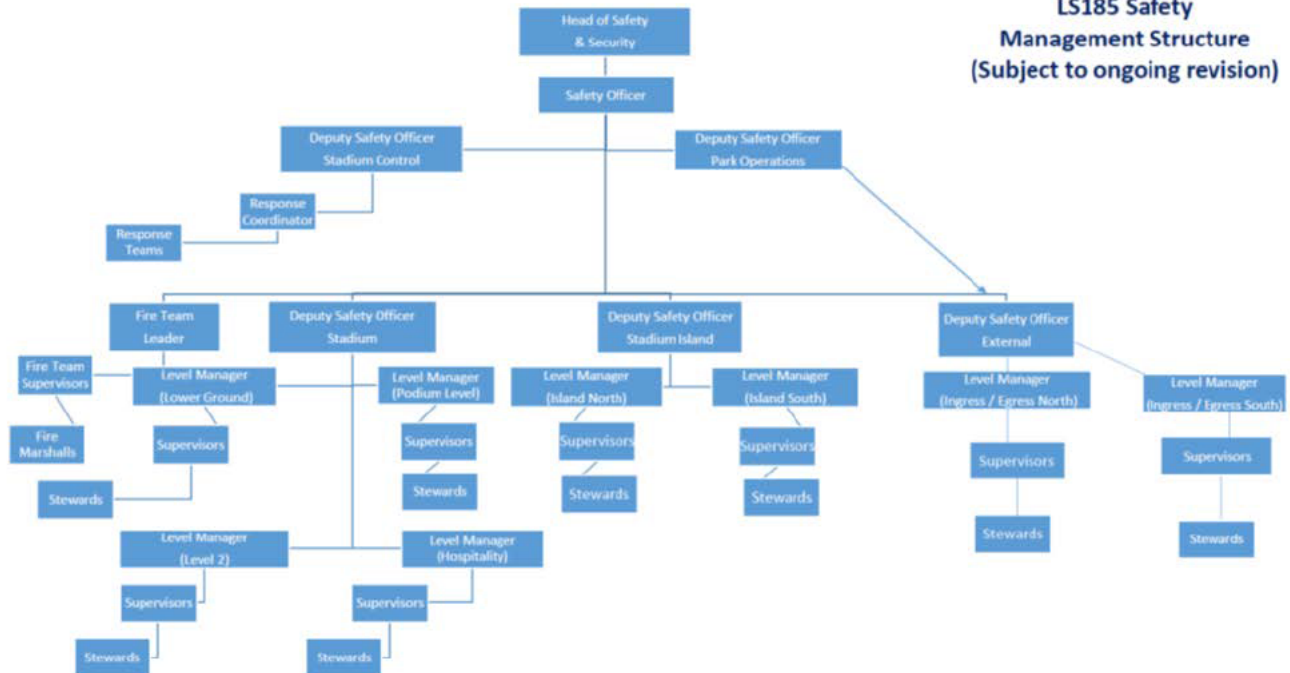
### **What is Effective Stewarding?**

An effective Steward is focused on ensuring that all our customers whether they are staff, supporters or business partners can be entertained in a safe and customer focused environment. Key aims of the organisation are to:

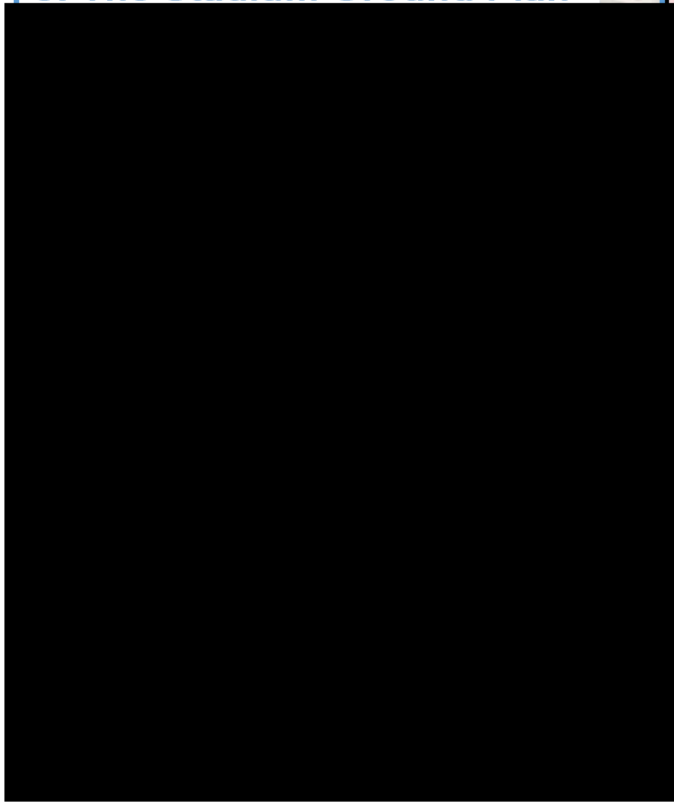
- Provide a safe environment to all visitors and staff.
- Prevent overcrowding.
- Ensure our customers have an enjoyable visit.
- Reduce the likelihood and incidents of disorder.
- Disperse spectators in such a way to reduce crowd pressure.
- Being vigilant and observing your environment.
- Provide a means to investigate, report, and take early action in the event of an emergency.
- Offer service excellence.
- Instil confidence in those you are interacting with.
- Understand and offer assistance to those unfamiliar with our venue.
- Ensure customers can enjoy their day free from any term of discrimination.

## 7. Safety Staff Organisation Plan

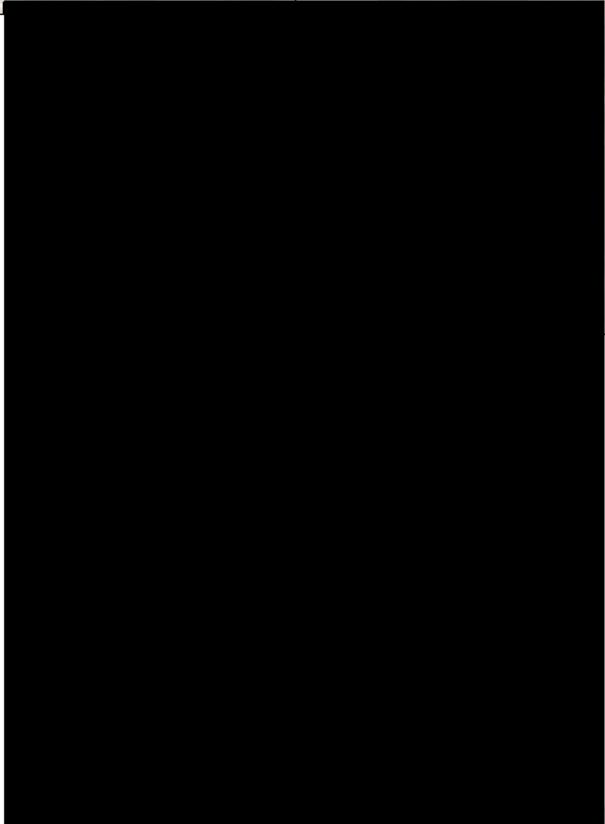
### LS185 Safety Management Structure (Subject to ongoing revision)



## 8. The Stadium Ground Plan



## 9. Key Locations



## 10. Stewards Roles

### Key Roles

- Clear understanding of Club emergency procedures.
- Controlling or directing members of the public who are entering the ground, to help to achieve an even flow of people to the viewing areas. To affect the safe dispersal of spectators.
- To understand the general responsibilities towards the health and safety of all spectators and staff.
- Stewarding entrances, exits, and other strategic areas, especially exit doors and gates that are not open whilst the ground is in use.
- Delivering service excellence to our customers.
- Assisting police as appropriate or as requested with crowd control.
- Undertaking specific duties in the event of an emergency.
- Searching spectators on entry to the ground.
- Enforcing ground regulations.

### Other examples

Examples of tasks and duties, which Stewards will be expected to carry out and for which they should be prepared for, are as follows:

- Keep all gangways and exits clear.
- To have a good working knowledge of the stadium and the names of **ALL** the areas.
- To ensure that the right ticket holder is in his/her allocated seat
- Reporting any damage or defect in the stadium to the Safety Officer if you feel it compromises safety at the ground.
- Preventing spectators from standing in seated areas.
- Preventing spectators from climbing fences, barriers, or lighting towers / pylons and standing on seats.

Recognising potential fire hazards, items of interest or suspect packages and report such findings to the nearest Senior Steward or direct to the Control Room via Radio or emergency phone.

- Knowing the location of, and be able to operate effectively, the fire-fighting equipment at the ground.
- Knowing the location of the First Aid Rooms and the location of First Aid Officers strategically placed in the stadium.
- Preventing overcrowding in gangways and concourses.
- Identifying and investigating any incident or occurrence among spectators, reporting your findings to management.

If you are involved in any incident at the stadium then you must inform the Stand Supervisor. The type of incident may be;

- Illness or injury.
- Ticketing issues.
- Drunkenness / unauthorised drinking in the ground.
- Disputes.
- Abuse (racial or otherwise).
- Smoking.
- Threatening behaviour.
- Fighting.
- Possession or use of drugs.

**Please: make sure any items are recorded as it can save a lot of time later and become of great value to the Club.**

**Remember: I DO ACT**



## 11. Stewards Code of Conduct

- Shall undertake all duties required by the Safety Officer and stadium management.
- Should attend all training sessions as required including any training exercise.
- Should be committed to regular attendance.
- Sit any examinations required.
- Shall adhere to the dress code.
- Remember that you are an ambassador of the Stadium at all times when on duty.
- You must be polite, courteous and helpful to all supporters.
- Shall not wear any team colours on duty.
- Shall not eat, drink, or smoke in view of the public.
- Shall not consume alcohol before or during an event.
- Should never celebrate the team scoring a goal.
- Should never show hostility or use obscene or offensive language to supporters.
- Will at all times be in possession of this handbook when on duty.
- Stewards shall at all times concentrate on their duties and responsibilities – not watch the match.
- As a Steward you are representing London Stadium 185. The Company will be judged by your actions and appearance.

## 12. Dress Code



### Dress Code for Both Male and Female:

- White Shirt.
- Black CLIP ON tie.
- Black Trousers.
- Black Shoes or boots (Clean and polished).
- No earrings, facial jewellery or visible jewellery.
- Socks if visible must be dark.
- Hats – Black without logos.

**First impressions count – Look Professional, Act Professional.**

## 13. Reporting for Duty

The Stadium does not have staff parking therefore all staff should use public transport to and from the venue.

Staff should allow at least 20 minutes for the walk from the transport hubs to ensure they arrive on time for duty. Alternatively Pudding Mill Lane DLR station is nearer and is one stop from Stratford DLR on the Canary Wharf line.

## 14. Stand Down Procedures

Steward teams will be stood down by the Supervisors on the authority of the Safety Officer. All Stewards are reminded that running between the Stadium and the booking off point is not acceptable.

Any steward who fails to follow normal stand down procedures may face disciplinary action.

Stewards are also reminded that Staff working at the booking off point are to be treated with politeness and respect at all times, and that LS 185 uniform and equipment is not to be taken home without prior written permission of the Safety Officer.

If you have a query or wish to discuss something with the OCS Staffing Department then please contact them Monday to Friday 10am until 4pm on the number shown at the end of this handbook.

If you have a query regarding:

- Pay
- Change of address
- Change of phone numbers
- Availability

Please collect the appropriate form from the Signing Point, complete it and then leave it in the stewarding Post Box.

**Please do not just tell someone, write it down.**

## 15. Staff Welfare

### Religious prayer

Should you have any requirements for religious prayer during your on duty hours we will try to facilitate this for you. However it must be noted that once the ground is open to the public up until the point at which you are stood down from your position that it is not possible to facilitate this for safety reasons.

### Your belongings

London Stadium 185 will provide all the uniform that is required/suitable for the conditions we expect you to work in other than the basic provision previously mentioned above. As space is at a premium we ask that belongings are kept to a minimum. Bags and other items cannot be kept with you on duty. If you have any queries or require clarification, please contact the OCS Staffing Team. The Stadium does not accept responsibility for loss or damage to any belongings.

### Food Packs

All staff will receive a food pack prior to commencing their duty. This can be consumed prior to, or during briefings but please ensure rubbish is not discarded in the stands but placed in the numerous bins located around the stadium.

Food Packs must not be consumed on post and in the view of the public.

## 16. Ground Evacuation

### Responsibility for Evacuation

A decision to evacuate is primarily the responsibility of the Safety Management Team. The police or fire service will consult the stadium management and in exceptional circumstances may over-ride the management and initiate evacuation procedures.

### Reasons for Evacuation

- Fire
- Structural hazard
- Explosion
- Major disaster
- Bomb threat
- Flood light failure

If the Safety Officer, stadium management, police, or fire service consider evacuation necessary they will stop the game and abandon the match.

### Type of Evacuation

Total out of the ground evacuation including: -

- Total lighting failure
- To search for a bomb
- Following an explosion

Partial out of the ground evacuation including: -

- To combat disorder
- In the case of fire which can be isolated
- If a structure collapses

Total or partial within the ground including: -

- To avoid contact between rival supporters out of the ground

### Method of Evacuation

## 17. Emergency Codes

The following codes are to be used when describing a specific incident to which they relate. The words "FIRE" and "BOMB" should NEVER be used within hearing distance of the public.

### **Actions to be taken**

Report all incidents immediately to a Supervisor or to Control via an emergency telephone. Always state where the incident is occurring and its nature. Await further instructions if asked to do so.

If fire or a suspect package is found DO NOT use the words "FIRE" or "BOMB" in front of spectators as this might cause panic.

State that you have a:

## 18. Fire

Action in cases of fire

**Stay Calm - Don't Panic - Assess the situation quickly.**

1. Immediately contact The Safety Officer using a radio.
2. Never use the word 'FIRE' within the hearing of the public as this could cause panic; [REDACTED]
3. Give a clear precise location of the fire.
4. Clear the immediate area of supporters/staff.
5. Attack fire if possible with the appliances provided, but without taking personal risk.

If you discover a fire that you cannot deal with safely then contain the fire by shutting all doors to reduce the air supply and raise the alarm immediately.

If you notice smoke coming from behind a closed door DON'T open it, raise the alarm first. Then feel the door and door handle with the back of your hand. If it is cool crack the door open with the opening away from you and use your foot to stop the door flying open make sure you have an extinguisher or hose reel ready.

**IF THE DOOR IS HOT DO NOT OPEN IT.**

All fires start off as small fires - speed of action is vital. Fire spreads in seconds, close doors to contain it.

90% of deaths in fires are as a result of smoke inhalation keep smoke travel to a minimum by making sure that all fire doors are kept closed and not wedged open.

Remember clean air is closest to the floor.

People panic in fire situations - it reduces panic if you are calm and authoritative even if it's only on the outside.

**Small fires make BIG FIRES very quickly.**

**DON'T THINK IT CAN'T HAPPEN TO US REMEMBER THINK SAFETY.**

## 19. Suspect Package

**On Discovering a Suspect Package**

**Check first:**

- H** – Is the Item Hidden?
- O** – Is it obviously suspicious?
- T** – Is it typical for the environment?
- S** – Steward action.

**If yes to any of these then;**

1. Immediately contact the Safety Officer.
2. Never use the word 'BOMB' within the hearing of the public. [REDACTED]
3. Give a clear precise location of the package.
4. Move supporters and staff away from the area.
5. Do not approach or touch the package.
6. Take no further action until told to do so.
7. Stewards issued with a radio should not broadcast within 15 metres of the suspect package.



## 20. Pitch Invasions

### Pitch invasions

Key actions are as follows:-

- Action is flexible depending on the numbers involved.
- Prevent others joining in on the playing area.
- Listen for instructions from Control.
- Play may be stopped in which case:-
  - The safety management team will escort the referee and players from the playing area.
  - P.A. announcement ordering the pitch to be cleared.

## 21. Disabled Supporters

### General

Mobility facilities at the Stadium are excellent with disabled viewing spaces plentiful and easy to reach for those guests that are wheelchair users. There are viewing areas in all 4 stands at Podium Level accessible via accessibility gates located at each turnstile block and raised areas in the West Stand Hospitality areas accessible via lifts once inside the Stadium.

Disabled toilets are located throughout the venue.

Stewards on duty in the vicinity of the disabled area are specifically required to assist physically disabled spectators to vacate the stadium in the event of an emergency. All disabled

tickets to be scanned on entry to the stadium to confirm validity.

### Corporate areas / Hospitality lounges / boxes

The corporate lounges and bars are fully accessible to disabled supporters.

### Assistance dogs

Assistance dogs are admitted to the ground. The Stadium Operator should be notified in advance of the game by contacting the Stadium Safety Management Team via Customer Services or the Website, so adequate provision can be made. It may be necessary for the Venue to decide the most appropriate location in the ground for the supporter to sit.

### Car parking

Limited car parking is available upon request to disabled visitors. Due to the limited parking provision, priority is given to those persons who hold a wheelchair space ticket and is subject to availability.

This parking is booked through the London Stadium 185 website for all events.

### Induction loops

Induction loops are fitted at fixed catering units, in the main reception at The Stadium and in the Ticket Office.

### Audio commentary

Is at the discretion of the event host. Details will be given in the event

programme.

## Retail outlets

The Stadium has one shop located on the South East corner of the Stadium Island, selling replica kit and accessories which is fully accessible to disabled spectators. This is operated by West Ham United Football Club.

## 22. Lost Property

All property handed to a Steward **MUST** be transferred to The Security Department as soon as possible.

If the property has been removed from a spectator for safe keeping then a receipt must be issued.

If the property is readily identifiable then a P.A. announcement may be made in order to trace the owner.

Do not return property if you are not sure, call your Supervisor and he / she will deal with the problem.

Always take the full name and address of the person claiming the property after having verified that he/she is who they say they are.

## 23. Debriefs

The Event Day operation at London Stadium 185 is subject to ongoing review, to this end debriefing is a vital part of making sure that we have the right people, in the right places doing the right thing.

If you have any suggestions to improvements in safety or stewarding please use the Debriefing Sheets as the management

team read them after each event.

If you are involved in an incident then you must make an entry to ensure that we have early notification of all incidents.

Incident Report sheets are held by the Supervisors and are to be completed at the end of each game to record the following:

### Information regarding incidents

- Date time and place of incident.
- Persons concerned in the incident.
- Details of the incident.
- Available witnesses.

### Examples of incidents to be recorded

- Crowd disorder.
- Pitch incursions.
- Illness.
- Damage to property.
- Injuries to Stewards or spectators.
- Ticket problems, duplications etc.
- Lost or found vulnerable persons.
- Property found.
- Breaches of ground regulations.
- Licensing Issues.
- Customer Service issues.

Reports can be made by any Steward and must be recorded by the Stand Supervisor.

## 24. Ground Regulations

Notice: Entry to The Stadium is expressly subject to acceptance by the visitor of these Stadium Regulations and (for football matches) the rules and regulations of FIFA, UEFA, The Football Association and The Football League in respect of the relevant match and (for other Events) the rules and regulations of the relevant governing body or Event organizer. Entry to the Stadium shall constitute acceptance of the Stadium Regulations.

"Stadium" means The Stadium, Queen Elizabeth Olympic Park and any entry points and access routes to The Stadium through LS185 areas.

"Event" means any event taking place at The Stadium.

"LS185" means London Stadium 185 (The Operators)

1. Permission to enter or to remain within The Stadium (notwithstanding possession of any ticket) is at the absolute discretion of LS185, any police officer or authorized steward. On no account will admission to any Event be granted to any person not in possession of a valid ticket. On no account will admission to a football match be granted to a person who is the subject of a current Banning Order.

2. LS185 excludes to the maximum extent permitted by law any liability for loss, injury or damage to persons/property in or around The Stadium.

3. No guarantees can be given by LS185 that an Event will take place at a particular time or on a particular date and LS185 reserves the right to reschedule the Event without notice and without any liability whatsoever.

4. In the event of the postponement or abandonment of the Event, refunds (if any) should be claimed in accordance with the relevant Event organiser's ticket terms and conditions. LS185 will have no other liability whatsoever, including (but not limited to) any indirect or consequential loss or damage, such as (but not limited to) loss of enjoyment or travel costs.

5. All persons seeking entrance to The Stadium acknowledge LS185's right to search any person and their belongings whether outside or inside The Stadium and to refuse entry to or eject from The Stadium any person refusing to submit to such a search.

6. To view a full list of articles which must not be brought into The Stadium see below: Prohibited items include knives, fireworks, explosives, smoke canisters, aerosols, air-horns, noisemakers, flares, weapons, dangerous or hazardous items, illegal substances, laser devices, bottles, glass vessels, cans, poles, or any article that may be used as a weapon and/or compromise public safety or which may pose a hazard or nuisance to any other person, or any article to be used for a commercial or a charitable purpose. Any person in possession of such items will be refused entry to or ejected from The Stadium.

7. Threatening, abusive or violent behaviour, and foul or abusive language is strictly forbidden and will result in arrest and/or ejection from The Stadium. LS185 may impose a ban from The Stadium as a result.

8. Causing damage to, or interfering or tampering with any equipment, furniture, fitting or fixture within The Stadium will result in arrest and/or ejection from The Stadium.

9. Racial, homophobic or discriminatory abuse, chanting or harassment is strictly forbidden and will result in arrest and/or ejection from the Stadium. LS185 may impose a ban from The Stadium as a result.

10. The following acts are offences under the Football (Offences) Act 1991 (as amended) and conviction may result in a Banning Order being made:

10.1 The throwing of any object within The Stadium without lawful authority or excuse;

10.2 The chanting of anything of an indecent or racist nature;

10.3 The entry onto the playing area or any adjacent area to which spectators are not generally admitted without lawful authority or excuse;



Such acts will result in arrest and/or ejection from The Stadium whether at a football match or otherwise.

11 All persons entering The Stadium may only occupy the seat allocated to them by their ticket and must not move from any one part of The Stadium to another without the express permission or instruction of any steward, officer of LS185 and/or any police officer.

12 Nobody may stand in any seating area whilst play is in progress. Persistent standing in seated areas during an Event is strictly forbidden and may

13 The obstruction of gangways, access ways, exits and entrances, stairways and like places is strictly forbidden. Nobody entering The Stadium shall be permitted to climb any structures within The Stadium.

14 Smoking at The Stadium is strictly forbidden and will result in ejection from The Stadium.

15 Mobile telephones and other communications devices are permitted within The Stadium provided that they are used for personal and private use only.

16 Under the Sporting Events (Control of Alcohol etc ) Act 1985 (as amended) the following acts are offences for which a person can be arrested by a police officer and conviction may result in a Banning Order being made

16.1 Attempting to enter The Stadium or being inside The Stadium whilst drunk;

16.2 Being in possession of any intoxicating liquor, or bottle, can or other portable container and which could cause damage or personal injury when entering The Stadium or in a public area of The Stadium from which the event can be directly viewed;

Such acts will result in arrest and/or ejection from The Stadium.

17 Any individual who has entered any part of The Stadium designated for the use of any group of supporters to which they do not

belong may be ejected from The Stadium either for the purposes of their own safety or for any other reason.

18 No person (other than a person who holds an appropriate license) may bring into The Stadium or use within The Stadium any equipment which is capable of recording or transmitting (by digital or other means) any audio, visual or audio-visual material or any information or data in relation to the Event or The Stadium. Copyright in any unauthorised recording or transmission is assigned (by way of present assignment of future copyright pursuant to section 91 of the Copyright, Designs and Patents Act 1988) to LS185.

19 No goods (including literature) of any nature may be offered either free or for sale by any person within The Stadium without the express written permission of LS185.

20 No sponsorship, promotional or marketing materials may be brought into, used or displayed by any person within The Stadium without the express written permission of LS185.

21 Tickets are not transferable and may not be offered for sale without the prior written permission of LS185 or the specific event host. Any tickets offered for sale may be confiscated by any steward, officer of LS185 or any police officer. LS185 reserves the right to refuse admission to or eject from The Stadium any person who has transferred their ticket in contravention of the Event ticket terms and conditions. Tickets remain the property of LS185 or the Event organiser at all times.

22 CCTV cameras are in use around and in The Stadium and LS185 may itself use, or pass to the police or any Event organizer or other relevant authority, any recordings for use in any proceedings.

23 At all times whilst present in The Stadium, persons must comply with any and all instructions of any steward or officer of LS185 and/or any police officer. Failure to comply with any instruction may lead to immediate ejection from The Stadium.

24 Responsibility for minors remains at all times with a parent or guardian.

25 There is no re-admission to The Stadium.

26 LS185 reserves absolutely the right to eject from The Stadium any person failing to comply with any of the Stadium Regulations or whose presence within The Stadium is, or could reasonably be construed as constituting a source of danger, nuisance or annoyance to any other person. This could lead to further action including, but not limited to, a ban from The Stadium or proceedings being taken.

### Guidance for use of flags at the Olympic Stadium

LS185 upholds the highest standards of Health and Safety. The following guidance is in line with The Stadium's regulations.

- LS185 knows that many supporters like to display flags at sporting events and LS185 will always be as accommodating as possible.
- Flags are not generally confiscated, however the obstruction of gangways, access routes, exits and entrances, health and safety signage and stairways is strictly forbidden.
- In the event of an emergency LS185 must have all access and exit points clear.
- LS185 reserves the right to confiscate flags if they are very large or may compromise public safety, obscure someone's view, a camera position or if a flag carries offensive, discriminatory or inflammatory messaging.
- Flags more than 250cm in size at their widest or longest section will not be allowed and flagpoles greater than 1m in length will not be allowed.
- Any articles that could potentially be used as a weapon and/or compromise public safety are strictly prohibited.
- Permission must be sought in advance from The Stadium and event owner to arrange use of the very large supporter flags that

are designed to be passed over people's heads. In such cases the flag must be flame retardant and the organiser bringing the flag into The Stadium will need to provide the appropriate H&S certification.

- Entry to The Stadium shall constitute acceptance of the Stadium Regulations. Published by LS185 in 2016.

### Prohibited Items

The following articles must not be brought within the Stadium:

**knives, fireworks, smoke canisters, air-horns, flares, weapons, dangerous or hazardous items, laser devices, bottles, glass vessels, cans, poles and any article that might be used as a weapon and/or compromise public safety.**

Any person in possession of such items will be refused entry to The Stadium.

Any article that might be used as a weapon, be deemed to be offensive or abusive, or compromise public safety, will be confiscated and reported to the police.

Unlicensed musical instruments: trumpets, drums and other devices capable of causing a disturbance or nuisance.

Flag poles greater than 1m in length and flares. Bottles, glass vessels, cans, flasks. Frisbees and similar items, dangerous or hazardous items, illegal substances, explosives or ammunition; fireworks, knives, blades or other weapons, firearms, scooters, skateboards or other skates. Laser devices, smoke canisters, signs or items with corporate or inappropriate branding, unauthorised fliers, spray paint, large industrial style "permanent" marker pens, prams / push chairs, transmitting devices, professional cameras & recording devices (This applies to cameras that have interchangeable lenses), large suitcases, lap tops, and back packs (trip hazards), illegal merchandise items, water bottles (need to have the ability to decant), illegal charity collection utensils, motor bike helmets, umbrellas, darts, hampers and cold boxes, air horns, alcohol and animals (except service dogs & guide dogs).

## 25. Call signs

It is important that you know all the call signs it will enable you to communicate with the Control Room should your Supervisor not be in a position to do so.

Communications, especially in emergency situations, can become totally ineffective if operators do not listen to their sets, if you communicate over someone else then important information may be lost and people's lives put in danger.

Listen before you use the radio, make sure no one else is on the air, press the talk button before you speak, there is a slight delay if you do not wait then we will miss the first part of your message.

In emergency situations ("All Stewards to Post") the only communications that should be heard are those pertinent to that scenario.

**SAFETY MANAGEMENT Call signs are as follows:**

### **P.A. System – Public Address – Loud Speaker**

The PA system in the stadium is controlled primarily from the PA room.

The Control Room has an override facility which cuts out all other broadcasts.

## 26. Football Legislation

### **Football (offences) Act 1991**

**Section 2-** Throwing an object at or towards the field of play.

**Section 3-** Indecent or racist chants.

**Section 4-** Entering the field of play.

**Can justify ejection but currently only police have power of arrest**

### **The Sporting Events (control of alcohol) Act 1985**

**Section 2a** - Entering or attempting to enter a ground when drunk or in the possession of alcohol.

**Section 2b** - When inside the ground being drunk or possessing alcohol within sight of the pitch.

**Section 3** – Possession of any article likely to cause injury (Legislation used to cover pyrotechnics)

**Can justify ejection but only police have power of arrest.**

## 27. Sporting Events

### (Control of Alcohol Act) 1985.

It is an offence to any contravene any of the below during a designated sporting event:

- Attempt to enter the ground or be in the ground whilst drunk.
- Be in possession of any intoxicating liquor, or bottle, can or other portable container and which could cause damage or personal injury, when entering the Ground or in a public area of the Ground from which the event can be directly viewed.
- Enter or attempt to enter a football ground whilst in possession of a pyrotechnic device. (Flare, Smoke Bomb or Firework)

A designated sporting event begins 2 hours before the scheduled start of the main event and continues for 1 hour after the main event has finished.

#### The Stewards Role

- To prevent alcohol being consumed in view of the pitch (Football Only)
- To prevent alcohol leaving the stadium.
- To prevent entry to the ground of anyone who is heavily under the influence of alcohol.
- To monitor for heavily intoxicated customers within the ground who may be vulnerable.
- To monitor for under-age drinkers.
- To monitor for proxy sales – Purchases made by adults for underage or intoxicated customers.
- Staff must take immediate action to uphold the conditions of the Premises Licence including taking steps to minimise harm, prevent offences and where appropriate eject for breaches of ground regulations

#### Challenge 25

London Stadium 185, in association with Delaware North our catering partner, operate an 'age verification policy', in terms of which catering staff must require production of an acceptable proof-of-age document if they are in any doubt as to whether a person seeking to buy alcohol is less than 25 years of age.

**Only the following documents are acceptable for proof-of-age purposes:**

- A Passport
- A European Union photo-card driving licence
- A photographic identity card bearing the national Proof of Age Standards Scheme (PASS) hologram

Delaware North report to the Designated Premises Supervisor (DPS) on all alcohol licensing related matters

The DPS is [REDACTED] (LS185 – Head of Safety and Security)

All sales points will clearly display posters and staff badges will be worn.

Stewarding staff must be vigilant at all times and take positive action to prevent proxy sales.



**SIA licensed** stewards are trained to monitor licensable areas and will support catering staff in enforcing the current legislation and ground regulations.

Alcohol must not be consumed in sight of the playing surface from any area of the Stadium including the hospitality lounges where blinds will be drawn 15 minutes before kick-off.

Also alcohol is not permitted to leave the stadium and customers should be asked to finish drinks before leaving or surrender them to stewards.

#### **Ejections for Alcohol related issues.**

In the event that an ejection is required due to alcohol related issues Control should be notified. Medical staff will be placed on standby to ensure the customer's welfare is considered.

Control will give the instruction to eject and only SIA licensed staff will perform the ejection. If the match is a policed event the Safety Officer will liaise with the Police Commander to ensure that Police Officers are aware of the ejection and will meet stewards and the ejected individual at the exit point from the stadium.

If the event is not policed then response stewards will escort the individual off of the Stadium Island and ensure they leave the immediate vicinity. Control will contact the Dedicated Football Officer (DFO) for the Event who will advise if an arrest is to be made.

In all instances Stewards should attempt to obtain details from the individual and no ejection should take place without first receiving confirmation from Control to ensure that CCTV coverage is in place.

The only exception to this is if the individual presents an immediate danger to those spectators or staff in the immediate area and quick decisive action is required. In this instance a Supervisor should radio control as soon as is practicable either after the ejection or during the process.

**Remember our Safeguarding Policy on the next pages whenever dealing with someone who is heavily under the influence of alcohol as they become a vulnerable person.**



## 28. Safeguarding

**Safeguarding Children and Adults at Risk** is a key part of every Steward's role at London Stadium 185.

**A 'Child' - Someone who is under the age of 18.**

**An 'Adult at Risk' - Someone who is aged 18 or over:**

- Who is unable to protect him or herself against significant harm or exploitation.
- Who is or may be in need of community care services by reason of mental or other disability, increasing frailty or illness, alcohol or drug dependency, or
- Who is or maybe unable to take care of him or herself.

#### **Searching**

It is a condition of entry that all persons entering the stadium **may** be the subject of a search. This includes Children and Adults at Risk.

## Lost Person Procedure

Reminder - When searching spectator's, it is essential that the search is carried out with dignity and courtesy.

When searching Children or Adults at Risk Stewards are requested to explain the reason for the search to the Child or Adult at Risk in question and, if present, their parent, guardian or, in the case of Adult at Risk, their personal assistant.

If in doubt seek advice from a Safeguarding Steward or your Supervisor.

**Any refusal to be searched = No entry.**

**It's not about what you're doing - It's about the way you are doing it!!**

**Responding to a Report or Suspicion** - What should I do if Child or Adult at risk tells me they are being abused, or I suspect that abuse or poor practice has taken place?

- Act without delay!
- React calmly
- Make a written record of what was said, seen or heard (i.e. who, what, where and when)
- Ensure the immediate safety of the person

**Additionally, in the event of a Child or Adult at Risk disclosing something to you:**

- Reassure the person and take what they say seriously
- Keep questions to a minimum - use them only to clarify what you have been told
- Don't make promises not to tell.

## 29. Ejections

**PRIOR TO ENTERING SEATED AREAS TO DEAL WITH ANY INCIDENT YOU MUST INFORM CONTROL IN ORDER THAT CCTV CAN BE DEPLOYED.**

1. Ejections from The Stadium may only be made for breaches of **THE GROUND REGULATIONS**.
2. Ejections can only be carried out by a Supervisor supported by Red Team Stewards
2. Inform the spectator of the breach of Ground Regulations.
3. Invite the person/s to leave the stadium by the nearest available exit.
4. If they refuse to leave, promptly eject them by the nearest available exit.
5. Ask for full NAME and ADDRESS. If refused take a full description. Tickets, including Season Tickets should be seized if at all possible.
6. Inform CONTROL when the ejection is complete.
8. Supervisor must report the details on an 'Incident Report'.
9. Reports should have as much detail as possible including seat numbers where appropriate.
10. Ejection Records Sheets must be with the Safety Officer by close of business.

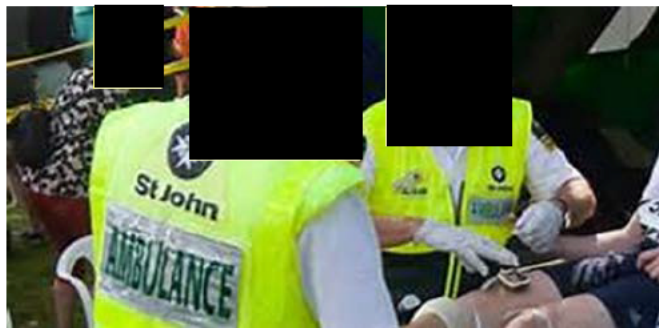
## 30. Health and Safety

Stadia and other venues can represent a danger to individuals. The primary role of a Steward is 'Safety'.

All staff must be aware of the environment in which they are working and take steps to minimise the risks to spectators, colleagues and importantly themselves.

The Pre Match warm up session for the players on the pitch is a time of heightened risk for spectators and stewards...

### Beware of Flying Footballs !!!



## 31. Medical Incidents

### PROCEDURE FOR ALERTING MEDICAL STAFF

### L.I.S.T

Your job in a medical or first aid emergency is to offer comfort and assurance to the person needing medical attention and to get first aid assistance as quickly as possible.

- Assess the situation calmly.
- Ensure The Safety of the casualty and yourself.
- Secure a safe area around he casualty.
- Make use of others to get assistance

All stewards must provide the following information to Stadium Control to ensure that medical personnel are promptly dispatched.

**L**OCATION: The exact location of the casualty is required. This should be Stand, Row, Aisle and Seat number.

**I**NCIDENT. The casualty's condition must be provided. This should be in the ABCDE form as taught in basic first aid.

**S**EVERITY. Blood – Breath – Conscious.

**T**RANSPORT. Can the casualty walk or will they require a carry chair or stretcher.



If the casualty is unconscious remember

**D DANGERS.** You're no good to anyone injured

**R RISK ASSESSMENT.** What can you do to minimize the risk to you and the patient?

**A AIRWAY.** Ensure it is clear.

**B BREATHING.** Check for signs of breathing.

**C CIRCULATION.** Check for a pulse.

Commence CPR if required and you feel competent to do so.

## REMEMBER THE KEY WORD

### “RESPONSE”

You are not a first aider. You are to give **RESPONSE**.

Always seek medical assistance immediately from the **EXPERTS**.

Get all details in a **SUMMARY** as in LIST on previous page.

If casualty is unconscious place them in the recovery **POSITION**.

Loosen tight clothing so that the casualty can breathe **EASILY**.

Reassure casualty that all will be **O.K.**

Remain with the casualty until told by medical experts you are required **NO LONGER**.

Pass all details to the medical **SERVICES**.

## 32. Welfare & Customer Care.

### Why should we provide excellent customer care?

- To help, advise and assist spectators to the stadium,
- Because spectators will have high expectations of us and the service we provide.
- To build a positive reputation.

### What will customers expect of us?

- To value and respect them.
- To help them feel welcome and comfortable.
- To assist and direct them.
- Provide information they need.
- Be there for every customer, willing to listen to what they want and do our best to solve any problems.
- Minimise risk of exposure to harm

### What to do to ensure we provide the best customer care:

#### Be welcoming

- Greet everyone with a smile.
- Have a polite, caring approach.

#### Be knowledgeable and informed

- Know the answers to the most frequently asked questions.
- Give clear, concise, accurate directions and information.

#### Be visible and proactive

- Position yourself so that you are easily accessible and can be approached for assistance.
- Anticipate spectators' needs and offer assistance.

### Be courteous and professional

- Look the part; show pride in your appearance.
- Be kind, helpful and polite regardless of time pressure and other factors.

### Use good communication skills

- Maintain good eye contact.
- Avoid jargon and local expressions.
- Listen attentively.

### How to handle customer complaints

- Don't take it personally.
- Listen carefully to the complaint without interrupting.
- If possible move the discussion away from other spectators by taking the person to one side so there isn't an audience and you are more likely to calm the situation down.
- Empathise with what they are saying, restate the problem so they know you understand and are listening.
- Provide advice or directions to resolve the problem if possible. If necessary, call on your supervisor for assistance.
- Thank the spectator for bringing the issue to your attention and complete an incident report from when they have left your area-remember to hand the form to your supervisor at the earliest convenience.

**Remember: never get into an argument with a spectator. Call on your supervisor for assistance.**

## 33. Personal Details

Name:

Date commenced as a Steward:

Date of site induction:

Date of first training session:

Details of additional training:

Details	Date	Stamp

Competency:

Details	Date	Stamp

