



# **SAFETY AND SECURITY HANDBOOK FOR STEWARDS**



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## INTRODUCTION

CAF Safety and Security Department believes in the need to develop this Safety and Security Handbook for stewards to enable the standardization of stewards' operations during CAF tournaments and competitions.

This handbook shall provide a comprehensive guide on stewarding operations including the duties of stewards, the responsibilities of stewards, the Command and Control structure as well as What to do and What not to do while in a CAF tournament and/or competition.

## COMMAND AND CONTROL

The Gold, Silver, Bronze Command structure establishes a command hierarchy often used for the planning of, and incident response at sporting events. It is also referred to as the Strategic, Tactical and Operational Command Structure. It is role-specific rather than rank-specific. It can be applied to the management of safety and security operations at any sporting event.

### 1. Gold Command – Strategic Level

- Develops the overarching event Security Strategy.
- Sets the Operational Strategic Aims and Objectives.
- In overall Command of their service operation and sets the overarching Strategic intent, aims and objectives that all other plans must reference.
- In overall control of their organization's resources at an incident but delegate tactical decisions to their respective Silver Commanders.

### 2. Silver Command – Tactical Level

- Develops the operational Tactical Plan
- Co-ordinates operations at the venue.
- Develops the tactical plan and decides how best to utilise their resources to achieve the strategic intent.
- Will attend the scene of an incident and take overall command of their resources.
- Constantly monitor and review operations in response to their tactical plan and ensure their plans are managed operationally at the scene by Bronze Commanders.

### 3. Bronze Command – Operational Level

- Delivers Tactical Plan through operational activities.
- Located at the venue.
- Develop their Operational Plans in accordance with and in support of the parameters set by the Silver Commander Tactical Plan.
- Control and deploy their resources within a geographical sector or based upon a specific



role.

- There may be many sub-bronzes supporting specific functional roles or geographical sectors.

## STADIUM SECURITY COMMAND STRUCTURE

The Stadium Security Command Structure is composed by the Safety and Security Officer designated by CAF Safety and Security Department (CSSO), the Venue Safety and Security Officer (VSSO), the Venue Operations Centre (VOC) Commander, the Stewards Manager and the Spectators Services Manager. The Command Structure will lead safety and security operations to ensure the safety and security of all spectators, players, officials, VIPs/VVIPs, and any person present in the stadium.

### a. CAF Safety and Security Officer

The CAF Safety and Security Officer (CSSO) is an expert that has been trained and commissioned by CAF Safety and Security department to support in the delivery of safety and security operations. CAF shall designate and deploy a CSSO for high risk matches and during final tournaments to assist Member Associations and clubs in the effective coordination and execution of safety and security operations before, during and after the match. The CSSO is mandated to work with the local safety and security representatives towards ensuring that all arrangements are done in accordance with the CAF Safety and Security Regulations.

### b. Venue Safety and Security Officer

- Responsible for the management and coordination of all safety and security teams involved in day match operations.

### c. VOC Commander

- The VOC Commander manages the coordination and delivery of all steady-state match-day operations, including those for Safety and Security. Also, he has a crucial role in the management of incidents as specified in the Incident Management Plan.

### d. Venue Steward Manager

- Responsible for all stewarding operations at the stadium, in accordance with the Safety and Security Operational Plan, including:
  - Management and coordination of functional area personnel.
  - Safety and security issue resolution.
  - Integration with the Venue commander, all partner agencies/functional area leads.

### e. Spectator Services Manager

- The Spectator Services Manager is responsible for the delivery of designated match-day Spectator Service operations throughout the venue in accordance with the Spectator Services Operational Plan.



## **STADIUM SAFETY AND SECURITY COMMUNICATION**

### **a. Communication Chain**

- Stewards report to Steward Supervisors.
- Steward Supervisors report to Steward Senior Supervisors.
- Steward Senior Supervisors report to Steward Chief Officers
- Steward Chief Officers report to Venue Steward Manager/Coordinators.
- Venue Steward Manager reports to the Stadium Steward Senior Manager.
- Stadiums Steward Senior Manager reports to Safety and Security Director.
- If a Steward Supervisor is unavailable, Stewards must follow the chain of command and report to a Steward Senior Supervisor.

### **b. Communication with Stewards**

- The stewarding operation must be coordinated from the Venue Operations Centre (VOC).
- Personal Radios (PR's) are the most efficient means of communication.
- Earpieces should be provided to ensure stewards can hear communications above the stadium noise.
- Care must be taken to ensure that there are no radio “dead spots” around the stadium.
- Back-up and alternative means of communication, such as intercoms, fixed land lines and/or “runners” to pass on messages, should also be provided in case of PR system failure.
- Standard commercial mobile phones should not be used as a primary or back-up means of communication, as networks often become overloaded during an incident and cannot be relied upon.

## **STADIUM CODE OF CONDUCT**

- A stadium code of conduct that meets the legal requirements of the host nation and CAF should be prepared for all stadiums in consultation with the local authorities and the stadium authority and shall be displayed throughout the stadium.
- Should be made available to spectators in as many formats as required to ensure awareness.
- Shall contain provisions to reduce the risk to safety, security or good order.
- Persons violating these provisions shall be punished in accordance with the host nation's laws.

## **STEWARDS' CODE OF CONDUCT**

During events, stewards are often the single point of contact with the public. It is therefore essential that a formal Stewards code of conduct is established across all Tournament venues.

This Code of Conduct may include, but not be restricted to the following:



## **A. Stadium Stewards MUST**

- Always conduct themselves professionally as clients and members of the public expect them to display certain standards of behaviour.
- Attend and successfully completes all mandatory role and venue specific training prior to operational deployment.
- Attend work correctly and immaculately dressed in clean, issued uniform.
- Wear their Accreditation Pass in the correct manner.
- Attend daily briefings and debriefings on time.
- Undertake and perform their assigned duties in accordance with Venue Safety and Security Plans, Policies and Operating Procedures.
- Conduct their duties diligently and in full as assigned to the best of their ability.
- Be familiar with Emergency Procedures and understand their role in an emergency.
- Be familiar with and work according to the Chain of Command.
- Remain vigilant and report any safety or security concerns.
- Be polite, helpful and courteous at all times.
- Remain positive and professional when speaking to others.
- Show respect for all colleagues.
- Always comply with and reinforce the stadium code of conduct.
- Only use facilities approved for workforce use.
- Always use correct personal radio language and etiquette.
- Take reasonable care of their own health and safety.
- Understand and comply with the organisation's health and safety policy.
- Use protective equipment correctly.
- Sort out issues before they become a problem.
- Look to improve performance.
- Demonstrate a positive team attitude.
- Provide a positive approach to team goals.
- Encourage and support others to achieve team success.
- Promote an excellent image to visitors and colleagues by exceeding operational standards.

## **B. Stadium Stewards MUST NOT**

- Wear personal outer clothing while on duty.
- Wear clothing that may cause offense to others.
- Leave their assigned position without a supervisor's permission.
- Allow unauthorized persons into restricted areas.
- Do not pray, wash hands or feet at their assigned position.
- Sleep on duty.
- Sit in designated spectator seating at any time.
- Change their location or post without a supervisor's permission.
- Leave their designated post without a supervisor's permission.
- Change schedules or ask others to replace you without a supervisor's permission .
- Read books or play games at their designated post.
- Use a mobile phone except for official business while at their designated post.



- Consume alcohol or illegal substances.
- Participate in any celebrations and/or brand activation activities.
- Celebrate or show an extreme reaction to anything they see or experience whilst on duty.
- Watch the match or display support for any team while on duty.
- Share security information with 3rd parties.
- Take pictures or videos while on duty.
- Give an interview to the media.
- Use obscene, offensive, discriminatory or intimidatory language or gestures.
- Use negative language or gestures to others.
- Ask for autographs or take photographs.
- Engage in any inappropriate or unprofessional behaviour.
- Intentionally argue with or physically hurt or threaten to hurt anyone.
- Share pictures of accreditations, passports, or any other identity cards.

## **C. Human Rights**

CAF is committed to respecting all internationally recognised human rights and shall strive to promote the protection of these rights.

- Human Rights are inherent to all human beings because they are born free and equal in dignity and rights.
- Tournament organisers are committed to respect and help protect the rights of everyone associated with the Tournament.

### **1. Our Obligations**

- Respect human rights and the dignity of others.
  - Do not discriminate.
  - Respect the privacy of others.
  - Be careful of using gestures and verbal expressions that may be misinterpreted by others.
  - Be inclusive towards others.
  - Respect the rights of disabled persons or persons with limited mobility.
- Everyone is entitled to equal protection of the law without discrimination on any grounds and especially against violence or threat of violence.
  - Protect people regardless of who they are and what the reason for the threat is.
- Treat all victims of crime with compassion, respect and protect their safety and privacy.
  - Ensure victims are protected from being exposed in a vulnerable situation.
- Do not use force except when strictly necessary and to the minimum extent required in the circumstances.
  - You are generally not expected to use force as this is outside the scope of stewards.
  - In the unlikely event you must use force, it must be to the minimum extent required under the circumstances.
- If you are detaining or assisting in detaining a person, respect the rights and dignity of the individual.
  - Ensure medical attention is provided if the individual requires it.
  - Ensure that the detention is in accordance with the law and that the individual is



informed of their rights.

- Never harass, discriminate, humiliate or impose pressure on the individual and ensure that you are never alone with them.
- Never assist in taking a detained person to an unknown place.

## 2. Your Human Rights

- You also have rights that must be protected and respected.
- If you feel your rights or those of others have been violated, report the incident immediately to a supervisor.

## D. Diversity and Discrimination

You must always act professionally in relation to all diversity and equality issues.

- **Diversity:** Range of human personal and attribute differences.
- **Discrimination:** Treating one person less favourably than another because of their age, gender, ethnicity physical appearance and personal thoughts etc.
  - Persons must not be treated in a prejudiced or discriminatory way because of:
    - Age.
    - Caste.
    - Colour.
    - Criminal record.
    - Ethnicity.
    - Family status.
    - Genetic characteristics.
    - Generation.
    - Marital status.
    - Nationality.
    - Race.
    - Sexuality.
    - Religion.
    - Social class
  - Examples of discrimination that may occur:
    - Chants.
    - Physical gestures.
    - Symbols and pictures.
    - Insults.
    - Posters.

**REMEMBER IF YOU DISCRIMINATE YOU MAY BE BREAKING THE LAW AND YOU WILL BE BREACHING THE CODE OF CONDUCT.**



## E. Cross Cultural Communication

Remember, when communicating with others, there may be good reasons for certain kinds of behavior.

- Expressions and actions of individuals:
  - Are based upon a different cultural background and personal experiences.
  - Do not necessarily have the same meaning and weighting for those involved.
- Be always mindful that you and/or the individual/s may not communicate in your/their mother tongue.
- There is a higher risk of misunderstanding and meaning/intention getting lost in translation.
- Be careful when using hand gestures and do not judge others on their gestures, as they may not be aware of any cultural difference in meaning.
- Ensure you behave in a polite way that does not create an intimidating or humiliating atmosphere, disadvantages for any individuals and groups and cultural misunderstandings.
- Focus complete attention on people when they are speaking and let your body language and facial expressions show you are listening.
- Be nice, be approachable,
- **Do unto others as you would want done unto yourself.**

## F. Respect Diversity

- Acknowledge the diversity of spectators and others.
- Do not question anyone about their beliefs or sexuality.
- Recognise the similarities and differences between yourself and others.
- Demonstrate respect and equality in your interactions with those persons you deal with.
- Exercise mindfulness and sensitivity when interacting with persons or groups you are unfamiliar with.
- Judge others' ability or worth based on their potential and skills rather than socio-cultural identity and beliefs.
- Challenge commonly accepted biases and stereotypes and discourage humour and sarcasm stemming from community or social identities.
- Do not make any distinction or attribute behaviours based on ethnicity, gender or other kind of background.
- Use inclusive language and be mindful of cultural differences in communication.
- Do not address people using their skin colour or religion as markers.
- Avoid judgement, never assume, give clear information and be equally polite and respectful to everyone.

## G. Dealing With Discrimination

- Our expectations of stewards when dealing with incidents of discrimination is the same as with any other security-related incident.
- To provide consistent and reliable customer service by dealing with complaints, requests and other spectator needs in a prompt, positive, sensitive and effective manner. This



includes incidents of discrimination.

- Challenge all forms of discrimination when you witness it taking place or it is reported to you, reporting it to your supervisor if necessary.

In addition to our legal obligations, we all have a moral responsibility to make sure we behave in a way that does not create.

- An intimidating or humiliating atmosphere
- Disadvantages for any individuals and groups
- Cultural misunderstandings

## H. Protecting yourself

Your safety comes first; utilize a Dynamic Risk Assessment where necessary.

This will help you to:

- Deal with any potentially difficult or dangerous situation.
- Identify the correct response.

A Dynamic Risk Assessment is the continuous assessment and control of risk in changing circumstances.

During a time of stress, where you might get upset, angry or even frightened; the balance in your brain is disturbed and you may start to act emotionally rather than rationally. This is a perfectly natural response to a conflict situation, however, if you become too emotional, it will:

### a. Reduce your ability to think rationally.

- Cloud your judgement.
- Cause you to make unhelpful decisions.

### b. Maintaining Space

The distance you are from someone can have a profound impact on the situation. Certain situations can be helped by either increasing or decreasing the distance between yourself and the other person. There are three (3) types of spaces you need to consider:

#### 1. Normal Space

Normal Space is the space you would put between yourself and another in normal, relaxed circumstances. This normal or safe distance is usually anything between 0.5 m and 1.2m.

#### 2. Personal Space

Personal space is anything up to about 0.5m. This normally applies to partners, family, close friends. Entering the personal space of a stranger may well be seen as intimidating. At the very least, it could make the other person feel very uncomfortable.



### **3. Stranger Space**

Stranger Space is anything from 1.2m up to 3m, which is not normally close enough to have a proper one-to-one conversation. It is, however, the ideal space when trying to talk to a group of people.

#### **c. Exit Strategies**

- During any encounter or situation, all parties concerned need to feel that they are safe and that they can walk away if they wish at any stage.
  - As a Steward, you must leave enough room to be able to walk away to summon help or evade attack, should this be necessary.
  - The people you are dealing with need the same.
- An Exit Strategy is a pre-planned reason or excuse given to someone to get you away from a situation, without looking as though you are running away.
  - It gives you the chance to get away from any immediate danger, to think about the best way forward and to call for support if required.
- Using an exit strategy can give you valuable space and time to decide how best to deal with the next stage of the situation.

#### **I. Dealing with complaints**

- Obtain full and accurate information.
- Be polite and reassuring.
- Resolve at source if practicable.
- If unable to resolve at source, inform complainant of action to be taken.
- Fully report and as per policy.
- Escalate if follow-up action is required.

#### **J. Dealing with Media**

- Do not personally provide information or statements to the media.
- If appropriate refer the request up through the chain of command.
- Inform your supervisor or the Venue Operations Centre (VOC).
- They will refer to the Media Liaison Officer/Team.

#### **K. EJECTIONS**

- All proposed ejections must be authorised via the chain of command.
- First follow procedure/training to try to resolve the issue/situation.
  - Some issues such as racism/discrimination may not be suitable for a simple warning.
- All ejections must be dynamically risk assessed before direct action is taken.
- Ejections requiring the application/use of force, should only be conducted by the police unless you have specific authority under law/legislation to use force.

#### **a. Ejections Procedure**



- Steward observes a person breaching the stadium regulations.
- Steward approaches the person (if appropriate) and asks them to stop their actions.
- If the person stops as requested, the incident may be considered resolved.
  - Steward should fully record the incident details as per policy.
- If the person refuses to desist and continues to breach the regulations, the steward should repeat the request to stop.
  - If this request is also refused, a supervisor should be requested to attend.
- If the supervisor resolves the issue, the incident is closed.
  - Supervisor should fully record incident details as per policy.
- If the supervisor cannot resolve the issue, he reports the incident to the VOC.
- VOC will evaluate the situation and issue further instructions to the supervisor, and/or deploy additional resources to take appropriate action.

## STEWARD'S ROLE

### 1. Definition

- The **FIFA Stadium Safety and Security Regulations** define a steward as:
  - *“Any person employed, hired, contracted or volunteering at the stadium to assist in the management of safety and security of spectators, VIPs/VVIPs, players, officials and any other person at the stadium, excluding those persons solely responsible for the security of designated individuals and members of the police services responsible for maintaining law and order”.*
- Primary responsibility for the **safety, security and care** of spectators, participants and officials.
- Stewards can be any gender, at least **18 years old**, fit, and active to undertake their role, and possess the temperament to deliver their responsibilities with a customer service ethos.
- Require excellent communication skills and the ability to work well under pressure.
- Employed or contracted to act in accordance with the specific requirements of the safety certificate (*or local equivalent*) issued by the host country's competent authorities and must either be certified for their role within the relevant host country framework or be undertaking training or assessment for such a certification.
- Must undertake their role in accordance with CAF Stadium Safety and Security Regulations.
- Stewards' powers and limitations must be detailed in the deployment plan, for example, where there are specific licensing, certification and training requirements to undertake specific duties.

In relation to global (or critical) incidents such as pandemics, epidemics, acts of terrorism ... stewards must ensure they follow all relevant health and safety policies and organizational procedures.

### 2. Safety Measures

- Relate to the protection of people from injury or any risk to their health and well-being.
  - This means ensuring the stadium or venue is certified as safe for its intended use and crowd size and procedures are in place to minimize any risk of harm to people



being caused by unsafe structures, equipment, actions, or behavior.

### 3. Security Measures

- Designed to deter, prevent, and sanction incidents of violence, misconduct, or crime.
  - This may mean conducting searches of the personal belongings of people entering the stadium and/or implementing supporter segregation measures.

A risk assessment must be conducted to identify threats and potential security issues for each event.

Police/law enforcement agencies are likely to be required to support the implementation of security measures and must be integrated into event operational planning.

### 4. Service Comprises

- All measures designed to make events enjoyable and welcoming for all.
  - It applies to any public spaces where spectators and supporters gather before, during and after the match, as well as within the stadium itself.
  - Excellent customer service includes how people are greeted and treated throughout the event, including their departure from the stadium.

**All interactions must be courteous and professional.**

### 5. Guarding Principles

- Event organizers have a legal, moral and financial responsibility to:
  - Attendees
  - Athletes
  - Workforce
- Stewards play a key role in making events as safe and secure as possible.
- In the event of an emergency, stewards:
  - Direct and guide persons to a place of safety or relative safety inside/outside the stadium.
- Stewards must report any health and safety hazards, unsafe conditions, and anything suspicious.
- Stewards must make sure all escape routes are clear at all times.
- Stewards must know the location of all emergency equipment and first aid centres.
- Stewards must maintain a clear view of their area of responsibility.
- Stewards must remain discreet but interested in the actions/movements of all clients.
- Stewards must remain aware of distraction techniques as these can provide an easy way to avoid security operations.

### 6. Basic Duties

Include, but are not restricted to:



- Protect stadium against unauthorized access or occupation.
- Protect stadium against destruction or damage.
- Protect property against being stolen.
- Protect all persons against assault and injury.
- Ensure safety of all persons.
- Manage crowd safety and asset protection during an emergency.
- Establish and maintain working relationships with colleagues.
- Help to manage conflict.
- Work to the chain of command.
- Ensure any required documentation is completed and submitted.
- Be a first point of contact for information and assistance.
- Conduct safety checks before and after the match.
- Control/direct spectators entering/leaving the stadium to help to achieve an even flow of people to and from the viewing areas and concourses.
- Staffing entrances, exits and other strategic points, e.g., segregation, perimeter and exit doors or gates which are not secured in the open position while the stadium is in use.
- Ensuring all entry and exit points always remain unobstructed.
- Monitoring the crowd, recognising potential/occurring issues and reporting them.
- Ensuring spectators access the correct area as indicated on their ticket and remain in their designated area.
- Providing basic emergency first aid or calling for qualified medical assistance (depending on the level of training and host country legislation).
- Assisting in emergency situations by:
  - Raising the alarm in accordance with the appropriate procedures
  - Taking any necessary immediate action and assisting the emergency services as required, e.g., ensuring that ambulances and paramedics can gain access to a casualty.
  - Directing spectators through the nearest useable emergency exit in the event of an evacuation.

## 7. Specialist Roles

Include, but are not restricted to:

- Controlling/facilitating stadium access at the turnstiles/controlled entry points.
- Controlling access to restricted areas by checking accreditation passes.
- Controlling VAPP for vehicles access to stadium parking.
- Managing queues in and around the stadium by directing spectators effectively.
- Ensuring that prohibited items do not enter the stadium.
- Removing prohibited items from the stadium if discovered inside.
- Responding to breaches of the stadium regulations.
- Removing people from the stadium who are in breach of the stadium regulations, e.g., those who interfere with the safety and enjoyment of others.
- Protecting players and officials entering/leaving the Field of Play (FoP), and whilst they are on the pitch.
- Once main spectator ingress is finished, stewards should maintain a skeleton presence until



turnstiles close (typically 75 minutes of the match) and continue to process arriving spectators. The remainder may be redeployed to assist with staff breaks, crowd management and stewarding within the stadium.

- Prior to the end of match, stewards must ensure that all gates are opened and free of any obstacles to make the crowd flow easy during egress of spectators.
- Prior to the final whistle, stewards must be deployed at strategic posts to ensure there are no crowd build-ups and to affect the safe dispersal of spectators using all exit routes.
- Every steward must be aware of their deployed position and required actions necessary to assist with an orderly and swift stadium evacuation.

## **STEWARD TRAINING**

It is the event organizer's responsibility to ensure that all stewards are appropriately trained and competent to undertake their duties.

Training must be conducted by occupationally competent persons or organization(s), which must also assess the stewards' competency to perform their duties.

### **1. Training Contents**

Courses should include the following subjects:

- Roles and responsibilities of a steward.
- Stewards' code of conduct.
- Stadium code of conduct and prohibited items.
- The legal rights and powers of a steward.
- Search techniques (subject to the laws and regulations of the host country).
- Ticket and accreditation identification and anti-forgery checks.
- Stadium ejection procedures.
- Emergency first aid.
- Basic firefighting and response to a fire.
- Stadium zones (specific to a FIFA / CAF event).
- Crowd dynamics and management.
- Communications.
- Stadium contingency plans and the role of stewards in an emergency.

Supervisors should receive additional training that develops their skills and competencies, especially when responding to unplanned incidents.

Any steward training must comply with the host nation's mandatory requirements.

### **2. Steward Fire awareness and Training**

- All stadiums must be provided with adequate firefighting equipment. When providing such



equipment, the following should be considered:

- Where appropriate, hose reels should provide adequate protection to the whole floor area and be installed in a suitable position by entrances, exits and stairways.
- Where hose reels are not provided, sufficient portable fire extinguishers should be installed to give adequate cover.
- Fire blankets and appropriate fire extinguishers should be provided in all catering facilities and outlets.
- Portable firefighting equipment should be located so that it cannot be vandalized but is readily accessible to staff when needed.
- All firefighting equipment must be regularly inspected to ensure that it is in full working order.
- It is the event organizer's responsibility to ensure that all staff working at the stadium are aware of the need to guard against fire, including the possibility of arson.
- Staff should be trained in how to respond as follows:
  - To raise the alarm and inform the VOC immediately.
  - To save life and prevent injury to others, without becoming a casualty themselves.
  - Provided it is safe to do so, to attempt to put out the fire and/or prevent it from spreading.
  - To assist in the safe evacuation of the section/stadium/area concerned.

## **STEWARD IDENTIFICATION – DRESS CODE AND UNIFORM**

All Staff will adhere to the dress code requirements as per the Code unless otherwise specified as a result of their job role.

- Stewards shall wear uniform clothing that is easily identifiable in all conditions.
- As a minimum, they shall be provided with appropriate high-visibility jackets or tabards bearing the word "STEWARD" that can be seen from a distance or in a crowd.
- Stewards shall not wear sponsored or branded uniforms, in compliance with CAF and/or Tournament marketing guidelines.
- Care should be taken to ensure that tabards worn by pitch-side stewards cannot be confused with CAF/Tournament bibs worn by players, ball boys, officials and other persons.
- All stewards shall be appropriately accredited, and this must be always displayed whilst on duty.

## **STEWARD PRE-EVENT CHECKLISTS**

### **a. Deployment and Duties**

- I have attended my pre-deployment briefing.
- I understand my duties and what is required of me.
- I understand my deployment schedule.
- I know who my supervisor is.
- I understand the chain of communication and how to contact my supervisor.
- I have the equipment necessary to carry out my duties.



- I have checked my equipment functions correctly.
- I understand the policies and procedures relevant to my duties.
- I know how to complete required reports.
- I will attend a debriefing at the end of duty.
- I understand today's risks and issues and how these may impact upon my duties.

**b. I know where the following are located**

- Venue Operations Centre.
- Closest public transport hubs.
- The dedicated gates for Team delegations, Officials and VVIP
- Client Groups parking areas.
- Closest information point and stadium maps.
- Stadium ticketing centre and Ticket Resolution Points (TRP)
- Restricted items storages areas.
- Brand activation areas.
- Location of Pedestrian Screening Areas (PSA) for all client groups.
- Location of Vehicle Screening Area (VSA) and Remote Search Parks (RSP).
- Media centre and media tribune.
- VIP/VVIP and Hospitality areas.
- Fire alarms and fire extinguishers.
- Exits and evacuation routes and assembly points.
- Public toilets and rest areas.
- Food and beverage areas.
- Prayer rooms.
- Steward, Police. Fire and Medical rooms.
- Outdoor dedicated Smoking areas.

**c. I know how to identify**

- Prohibited actions.
- Prohibited and Restricted items and symbolics.

**d. I understand the following operations**

- My duties during an incident or evacuation.
- How to report an incident.
- Event timings.
- Stadium zones.
- PSA and VSA.

## **STEWARD BRIEFING**

### **1. What is the purpose of a briefing?**

- Entails the pre-event passing of information from a Supervisor / Team Leader to operational



personnel.

- Should be conducted prior to commencement of an operation.
- At this briefing Personnel must be given all information necessary for them to carry out their duties effectively, efficiently, and professionally. As a minimum:
  - Briefed on the purpose of the operation.
  - Briefed on any potential problems/issues.
  - Briefed on any intelligence and learning from previous deployments.
  - Briefed on Command and Control, Chain of Command and Radio protocols
  - Assigned deployments, Roles and Responsibilities. Personnel must also be informed of any specialist equipment they may require in their role and told to check all equipment is working correctly before deployment.
  - Informed of procedures and actions to take in the case of an incident.
  - Made aware of what is expected from them in terms of professionalism.

## 2. Briefing Model

- There are many formats used as briefing models; one such model is **IIMARCH**:
  - **I: Information** – Timings, Event Detail, Crowd size and issues, Previous event history
  - **I: Intention** – Specific aims must be stated clearly
  - **M: Method** – Step by step sequence to ensure overall intention is achieved
  - **A: Administration** - How event is conducted, equipment used, refreshments, documentation
  - **R: Risk Assessment** – Brief overview of RA. Stress importance of dynamic risk assessment
  - **C: Communications** – Radio channels, call signs, emergency codes, mobile numbers
  - **H: Human Rights Compliance** – Diversity and discrimination, HR and respect, disabilities

## POST-EVENT AND DEBRIEFING

### 1. What is the purpose of a debrief?

- Discuss/review daily issues/incidents and how they were managed.
- Correcting errors and identifying alternative ways of handling future incidents.
- Helps to improve how similar problems are dealt with in the future.
- Encourages development of best practice.
- Encourages self-assessment and promotes reflective thinking.
- An opportunity to provide encouragement and promote a strong team ethic.

### 2. Debriefing model

- Incident/occurrence
  - What happened?
  - Why did it happen?
  - How did we perform overall?
  - What did we do well?



- What did we not do well?
- Where can we improve?
- What can be learned for the future?
- How can we effect change to improve performance?
- How can we apply learning for the future?

### **3. Sharing good practice**

- Share your learning with colleagues and feed information back into the organization.

## **INCIDENT REPORTING**

### **1. General**

Reports should be clear, accurate and contain all relevant detail.

They must include:

- What has happened?
- Exact location:
  - Level
  - Zone
  - Concourse
  - Gate Number
  - Seat Number
- Who is responding?
- What actions are being taken?
- Situation under control or getting worse?
- Are there any casualties?
- Details of any known injuries.
- What help / resources are required?

### **2. Methods of reporting**

- Personal Radio (PR) is the primary method for relaying information. All match-day staff issued with a PR must follow communication protocols.
  - Personal radio.
  - Verbal communication.
  - Telephone.

## **A DAY IN THE LIFE OF A STEWARD**

### **1. The Night Before Work**

- Check the location of your duty station.
- Double-check your shift times.



- Get the right contact details of your Team leaders.
- Make sure your uniform is complete and clean.
- Ensure you have all essential items.
- Double-check transport to the Venue.
- Get plenty of sleep.

## **2. Before Leaving for Work**

- Remember your security ID, accreditation, mask and gloves (as required).
- Remember any handbooks and any required prescription medication.
- Do not bring valuables and non-essential items.
- Leave plenty of time to travel to the venue.

## **3. Arriving At Work**

- Do not be late, arrive in plenty of time.
- Make sure you check in/sign in as required.

## **4. Before Your Shift**

- Attend your briefing where your supervisor will brief you on:
  - Your supervisors.
  - Where you will be deployed.
  - Your roles and responsibilities.
  - Who you will communicate with.
  - How you will communicate.
  - Issue escalation and resolution.
  - Policies and procedures.
  - Operational reporting.
  - Meal and refreshment breaks.

## **5. At The Commencement of Your Shift:**

- Carry out equipment checks and replace any faulty equipment as required.
- Carry out a basic level inspection of all areas of responsibility.
- Identify the location of all facilities.
- Inspect workstations, storage areas, structure, routes to and from work area in vicinity.
- Assess any hazards and mitigate / report as required.
- Ignoring a hazard can be disastrous and costly:
  - Reporting it and resolving it can eliminate the risk.
  - You can help prevent an accident, injury, damage and perhaps even a death!
  
- Hazards may include (but are not restricted to):
  - Trip Hazards.
  - Unsafe structures.
  - Damaged Equipment.
  - Blocked exits.



- Rubbish build-up.
- Faulty electrical equipment.
- Unattended items.

## 6. During Your Shift

- Apply your training in full.
- Take breaks as directed and return on time.
- Work as a team.
- Always display great customer service.
- Enjoy the event experience!
- Do not take any decision on your behalf
- Always refer to your Team Supervisor if facing a situation out of your scope.

## 7. At The End of Your Shift

- Your supervisor will let you know when your shift is over.
- Debrief with your Supervisor and team.
- Get plenty of rest, eat well and be sure you are ready for the next shift.
- Enjoy your time off.

If provided, use the start-up and close-down checklists at the start and end of the shift.

## PERSONS WITH DISABILITY

- Always treat others as you would expect to be treated yourself, with dignity and respect.
- Listen to the individual and be honest with them.
- Be friendly and relaxed.

### a. Offering Assistance – Wheelchair Users And Persons With Limited Liability

- Do not push or touch a wheelchair user or person with limited mobility without their permission.
- Never touch or move walking aids such as crutches, walking canes or walking frames without the owner's permission.
- Do not lean on a wheelchair or any other assistive device.
- Do not assume an individual wants to be pushed, ask first.
- Offer assistance but do not insist or be offended if your offer is not accepted.

### b. Offering Assistance – Blind or Partially Sighted People

- Always introduce yourself.
- Make sure he always is accompanied by someone.
- Speak directly to the individual, not through a companion.
- Offer to read information if appropriate.



- If asked to offer guidance, offer your arm so the person can grasp your elbow and proceed at a normal pace.
  - Do not take the persons arm and lead them by the elbow.
- When a destination is reached, tell the person where they are, where the nearest accessible toilet is and how to contact staff in an emergency.
- Articulate where exactly the persons seat is or direct their hand on the back or armrest of the seat (with their permission).

### **c. Offering Assistance – Deaf or Hard of Hearing Persons**

- Gain the persons attention before starting a conversation.
- Look directly at the individual, face the light, speak clearly in a normal tone of voice.
- If necessary, offer to write required information.
- If the individual uses a sign language interpreter, speak directly to the person not the interpreter.
- Use maps if available when pointing out directions.

### **d. Offering Assistance – Speech and Language Disabled**

- Be patient and respectful, they may take longer to communicate with you.
- Be sensitive and do not interrupt or finish the person's sentence.
- Ask one question at a time, giving the person time to respond before moving on.
- The use of body language to communicate is recommended

### **e. Offering Assistance – Intellectually or Learning-Disabled Persons**

- Keep communication simple, using short sentences and completing one topic before moving on.
- If you do not understand something the individual says, do not pretend that you do.
  - Ask the individual to repeat what they said and then repeat it back to them.
- Check you are being understood.
- If appropriate, use pictures or other visual aids.

## **SECURITY MEASURES**

### **A. Perimeter Breach**

Follow these step-by-step instructions in case of the following situations.

#### **1. Preventing A Perimeter Breach**

- Ensure all staff are briefed and understand their roles and responsibilities.
- Ensure role is carried out diligently without exception.
- Ensure Technical, Physical and Operational measures are working in unison and support each other.



- Ensure access control protocols are applied effectively and efficiently.
- Conduct Testing and exercising within an operational assurance plan.

## **2. Identifying A Perimeter Breach**

- An individual possesses the wrong accreditation for the area.
- Unauthorized vehicles in a specific area.
- Person possesses no accreditation.
- Person possesses false accreditation.
- Damaged fencing.
- Perimeter Intrusion Detection (PID) activation.
- Crowd rush into an area.
- Witness a breach.

## **3. Perimeter Breach Immediate Actions**

- Report immediately by personal radio to the VOC/Supervisor giving full description and details
- Wait for instructions from your Team Supervisor or from VOC.
- Stay in the place of the perimeter breach to prevent further breaches
- If you cannot stop breaches to occur, take a maximum of notes that you will share for investigations.
- Do not act by your own.
- Never place yourself or others in a position of danger.

## **B. Medical Incident**

### **a. Behavior / Attitude to have**

- Remain calm, if necessary, remove yourself from any imminent danger, don't cause panic.
- If safe to do so, and appropriately trained, commence first aid.
- If the person can walk, escort the person to the nearest medical station.
- If the person cannot move, contact supervisor/VOC, clearly identifying the location and giving full details of incident.
- If possible, obtain as much information as you can, name, medication, health conditions etc.,
- Remain with the casualty until the medical team arrives and act upon their direction.
- Keep the person protected and preserve their dignity/privacy.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

### **b. First Aid**

- First Aid is the initial or immediate assistance given to someone who has been injured or taken ill, prior to the arrival of an ambulance, doctor or other suitably qualified person.
- You need to Know:



- The venues policy for providing first aid.
- What you are expected to do in a medical emergency.
- Who are the designated first-aiders at the venue, and how to contact them?
- Where is the nearest first aid post and equipment?



## C. Fire situation

The discovery or detection of a fire or source of smoke in the venue should be escalated immediately to the VOC for assessment and action. Below are some guidelines that can help a steward to deal with a fire situation:

### 1) Immediate actions

- Raise the alarm in accordance with Policy.
- Inform immediately your supervisor and/or VOC.
- Remain calm and communicate effectively giving full details of location and situation.
- Move yourself and any other people away from the fire and smoke whenever possible
- Help and guide spectators to evacuate the stadium to the designated emergency assembly area.
- Assist those leaving with clear instruction and assist any vulnerable persons.
- Warn others person nearby.
- Make unobstructed the walkway and passages in your area.
- **Do not place yourself or others in danger.**

### 2) Recommendations

To prevent fear or panic amongst spectators who may overhear an emergency message, appropriate matchday terminology should be used i.e., code words which are understood by all staff. Avoid causing any unnecessary panic and remain calm when giving instruction.

- **ALWAYS know where the nearest Assembly point is.**
- If safe to do so extinguish fire using provided equipment.
- If unable to do so, evacuate people away from the area via the safest exit.
- Understand your role once the area has been evacuated.
- **Do not place yourself or others in danger.**

**NB:** The VOC will immediately dispatch appropriate resources to the scene to assess and take appropriate action.

### 3) Types of Extinguishers

- There are five (5) types of fire extinguisher:
  - Water
  - Foam
  - Dry Powder
  - CO2
  - Wet Chemical



- There are six (6) categories of fire:
  - **Organic Materials (Class A)**
    - Fires are those involving free burning materials, organic materials such as paper wood, fabrics and other textiles and plastics.
    - For this category of fire, you should use:
      - Water
      - Foam
      - Dry Powder
      - Wet Chemical
    - CO2 Fire Extinguishers should not be used.
  - **Flammable Liquids (excluding cooking oil) (Class B)**
    - Fires involve flammable liquids and solids, such as diesel, petrol and oils (but not cooking oils), plus solid fuels such as wax.
    - For this category of fire, you should use:
      - Foam
      - Dry Powder
      - CO2
    - Water and Wet Chemical Fire Extinguishers should not be used.
  - **Flammable Gasses (Class C)**
    - Fires involve flammable gases, such as propane, butane and methane.
    - For this category of fire, you should only use Dry Powder fire extinguisher.
    - Water, Foam, CO2 and Wet Chemical Fire Extinguishers should not be used.
  - **Flammable Metals (Class D)**
    - Fires involve flammable metals such as sodium, potassium, and magnesium.
    - For this category of fire, you should only use Dry Powder fire extinguisher.
    - Water, Foam, CO2, and Wet Chemical Fire Extinguishers should not be used.
  - **Electrical Equipment (Class E)**
    - Electrical equipment fires involve electrical equipment such as switchgear or computers.
    - For this category of fire, you should only use Dry Powder and CO2 fire extinguishers.
    - Water, Foam and Wet Chemical Fire Extinguishers should not be used.
  - **Cooking Oils (Class F)**
    - Fires are specific to cooking oils and fats.
    - For this category of fire, you should only use a Wet Chemical fire extinguisher.
    - Water, Foam, Dry Powder and CO2 Fire Extinguishers should not be used.

TYPE	Organic Materials	Flammable Liquids	Flammable Gases	Flammable Metals	Electrical Equipment	Cooking Oils
Water	✓	✗	✗	✗	✗	✗
Foam	✓	✓	✗	✗	✗	✗
Dry Powder	✓	✓	✓	✓	✓	✗
CO <sub>2</sub>	✗	✓	✗	✗	✓	✗
Wet Chemical	✓	✗	✗	✗	✗	✓



## D. Conflict with Spectator

- Attempt to resolve within your powers and authority.
- Request assistance through VOC if safety concerns.
  - If necessary, step away and keep observation from a safe distance.
- Remain respectful, polite, courteous and communicate clearly.
- Remain reserved with body language.
- Do not make assumptions and do not judge.
- Ask clarification questions where required.
- Move away (where possible) from crowded areas to discuss and resolve.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## E. Violent Conflict

- Immediately report the location and known details to VOC and act upon their direction.
- If obvious danger to yourself, continually monitor and report from a safe distance.
- If able and safe to do so, remove others from the scene.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## F. Drunk Person

When dealing with people suspected to be drunk ask the following questions:

- Are you ill or injured?
- Can you stand?
- Can you walk on your own?
- Isolate the person far away from other spectators
- Keep the person protected and preserve their dignity/privacy.
- If a person can walk on their own or with help of others, instruct them to leave the area.
- If unable to walk or you suspect illness rather than intoxication refer to medical services.
- If initial assessment indicates the person needs to be referred to medical services, request assistance through the VOC.
- On arrival, medical services will take charge of the situation. Act upon their direction.
- Remember illness can often be mistaken for drunkenness.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## G. Evacuation



In the event of a full or partial evacuation out of stadium or in a place of relative safety inside the stadium:

- Decision to evacuate will come from the VOC.
- Make sure gates under your responsibility are unlocked and cleared of any obstacles
- Open gates/doors before spectators arrive
- Commence evacuation when instructed to do so, and work to instruction.
- Maintain radio silence except for issues involving evacuation or the incident.
- Assist and guide spectators to the nearest safe exit.
- Direct people to the assembly point.
- Assist disabled persons and persons with limited mobility.
- Conduct a final sweep to ensure the area is clear.
- Report to your supervisor that your area is clear and act upon their instruction.

## H. Crowd Control Issue

- Report the location and description to the Team Supervisor / VOC as soon as possible.
- Act upon the advice given by the VOC.
- Continue to monitor the situation and report if it is safe to do so.
- Where necessary, reassure spectators that the situation has been reported and is being monitored.
- Ask for support from other colleagues if needed
- **Never place yourself or others in a position of danger.**

## I. Non-Authorized Access

- Approach individual/s and ask to see ticket/accreditation/pass.
- If the ticket/accreditation/pass is valid, direct the individual to the required area.
- If a ticket/accreditation/pass is not valid, direct the person to the accreditation center or ticket clearing point for assistance.
- If the person refuses to show their ticket/accreditation/pass, report to the supervisor/VOC and act on their instructions.
- If possible, keep the individual with you, monitoring behaviour and explaining that the issue will be resolved shortly.
- If not possible and if safe to do so, monitor the individual's movements.
- Request assistance of police officers if necessary.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## J. Terrorist Incident

- **Prevention**
  - Always remain vigilant.
  - If you see or hear something that could potentially be related to terrorism, trust your instincts, and immediately report it to the VOC. Your actions could save lives.



- **On- going terrorist incident in your vicinity**
  - Identify the safest route away from danger and guide the public to leave, quickly and calmly.
  - If it is not safe to move away then find a safe place to hide.
  - Be aware of your exits, move away from doors.
  - Try not to get trapped.
  - Remain calm, try to calm the public and keep them quiet, turn all phones to vibrate.
  - When safe to do so communicate with the VOC giving location, direction of any suspects, descriptions, any further information you have.
- **Terrorist incident has occurred eg a bomb has exploded:**
  - Take instruction from the VOC/supervisor.
  - If asked to direct people to leave the venue, ensure you know the evacuation points and guide the public to them with clear calm instructions in a calm and confident manner.

## FLAGS AND BANNERS

### a. Restrictions areas

Please ensure the implementation of the following regulations in the seating bowl:

- Prohibited to use area/wall at .....
- Prohibited to cover signage in and around the vomitories.
- Prohibited to cover CCTV cameras.
- Prohibited in the areas where the banner can disrupt broadcaster operations at the camera platforms/positions.
- Flags and banners are only authorised in the designated general spectator areas as indicated in Green below.
- Flags and banners are not authorised in the designated media and VIP areas as indicated in Red below.



### b. Authorized Flags and Banners



- Recognized states, regions, municipalities, cities, football associations, football confederations, football clubs and other sports teams.
- Fans' group and/or supporters' club.
- Have a maximum size of 2.0m x 1.5m.
- Have flexible plastic poles and 'two-piece' poles no longer than 1 meter in length and no more than 1 cm in diameter.
- Be made from a material categorized as a "low fire hazard".

#### **f. Non-Authorized Flags and Banners**

- Political, offensive and/ or of a discriminatory nature.
- Those displaying any advertising, promotional or commercial materials (except Official Partners).

#### **g. Confirming Approval for Flags and Banners**

For assistance in approving flags/banners/posters take the following actions:

- Where necessary request support of the VOC and CAF General Coordinator.
- Take a picture and send it including owner's statement of meaning to the approved Chat Group.
- Display at the predefined CCTV camera and request evaluation from the VOC.
- Always inform CAF Safety and Security Officer
- Wait for CAF Officials instructions

#### **h. Action if Flag/Banner is not approved**

If the flag/banner/poster is not approved, take the following actions:

- Inform the owner to either dispose of it in the waste container or direct them to the nearest restricted item storage area.
- If depositing in storage area, issue relevant pass and Exit/Return via dedicated exit point.
- Always inform CAF Safety and Security Officer

## **BRAND PROTECTION**

- The object of Brand Protection is to protect the exclusive rights of CAF and event sponsors.
- Non-sponsor brands should not get exposure in the stadiums or within their surroundings.
- A Brand Rights Protection team should prevent unauthorized marketing items from non-sponsor companies to be brought inside the stadiums.
- Spectators will be checked at the gates for prohibited marketing items.
- If found, items must be left outside the stadium or, if possible, the brand covered.
- Flags or banners with a prominent logo or brand identifier is not permitted.
- Large amounts of the same branded items (possibly distributed to fans outside the stadium for free). And items with large commercial brand or logo is not permitted.
- If in any doubt, refer to a supervisor/VOC or Brand Protection Team.



## LOST AND FOUND PROCEDURES

### 1. Lost Property

- Any person reporting lost property should be directed to a Spectators Information Point.
- Any person finding property should be directed to a Spectators Information Point.
- Lost and found accreditation passes should be reported to the accreditation office.

### 2. Missing And Found Persons

- **Definitions:**

- Children are those under 16 years of age.
- Vulnerable person is one who is unable to ensure their own safety and well-being.

- **Missing - Actions**

- In case of missing child or vulnerable person take full description including:
  - Where last seen.
  - When last seen.
  - Name.
  - Age.
  - Sex.
  - Color.
  - Height.
  - Clothing.
  - Manner of vulnerability
  - Special needs
- If possible, keep the person reporting with you.
- Inform supervisor / VOC and follow instructions.
- Monitor exits and observe working area.

- **Found - Actions**

- In the case of a found child or vulnerable person take the following actions:
  - Inform supervisor/VOC and act on their directions.
  - Ensure you are accompanied by a colleague of the same sex as the found person.
  - Keep a person safe, calm and properly cared for.
  - Before returning the person to an adult carer, you must confirm that the person is the lawful carer.
  - If the lawful carer cannot be identified, take action in accordance with the policies and procedures.

## PROHIBITED ITEMS

### 1. General

- To make stadiums safe and a comfortable environment for all, there are restrictions in place as to what can be brought into the stadium.
- All persons entering a stadium are required to adhere to the Code of Conduct in addition to all Stadium Rules and Regulations.



- In the event that a person going through the search and screening process is in possession of a Prohibited item, it must be surrendered, or the person will not be permitted access into the stadium.
- No Prohibited items will be allowed to enter the secure stadium perimeter.
- Spectators are advised to only bring essential items.

For a full list of prohibited items and further details, please refer to the Stadium Code of Conduct, which describes the applicable rules and regulations governing behaviour and prohibited items applicable to each stadium.

The following items are strictly prohibited at all times in the Stadium (unless expressly authorised by the Event Organisers, such as in respect of Accredited Persons acting in accordance with the terms and conditions of their Accreditation):

## **2. Dangerous Items**

- Firearms and weapons of any kind (including for self-defence), ammunition or components of a firearm, replica/imitation firearm or anything capable of firing a projectile.
- Explosives, explosive devices or materials, detonators and items containing or concealing such prohibited items.
- Any offensive implement or object which could be used as a weapon, instrument or projectile to cut, thrust, stab, hit, harm or otherwise cause damage, or any object which could in the opinion of the Event Organisers endanger, compromise or otherwise interfere with the safety of any person or the security in the Stadium.
- Work, construction and handyman tools of any kind.
- Body protection gear (unless permitted upon presentation of a medical prescription), including bullet-proof vests and items used in martial arts or extreme sports.
- Helmets and other means of disguise or items specifically designed for concealing a person's identity, except for religious, cultural or national headwear, medical masks and face shields.
  - Any permitted face covering must be removed upon request of the Event Organisers (for example, for the purposes of access and security screening).
- Materials, articles or objects (including self-made items), the use of which can result in the generation of smoke, heat and/or flames including fireworks, flares, pyrotechnics, smoke canisters/bombs and other smoke-emitting articles, compressed and liquefied gases, combustible solids, poisonous or noxious or pungent substances, oxidising substances and organic peroxides.
- Hazardous substances including powders, pastes, chemicals, irritants, toxic, radioactive, caustic or corrosive materials and gas canisters.
- Spray paint, paint cans, corrosive and flammable substances, paints or receptacles containing substances that are harmful to health/wellbeing or highly flammable.
- Aerosol containers, cans, canisters, thermos-type and flask-type containers that are made of glass or metal, and any other container of any kind that is made of metal or glass (or a combination of both) or is breakable in design.
- Bottles, disposable bottles, cups, jars, cans or any other form of closable, closed or capped receptacle.
  - Unbranded empty plastic refillable water bottles manufactured and distributed as such (i.e., excluding disposable PET bottles) up to 1-litre maximum capacity which can be refilled at the Stadium's water stations are permitted.



- Sports equipment items (excluding clothing) such as inflatable balls, regardless of size, and frisbees.
- Other inflated or inflatable items, such as beach balls, balloons or any kind of inflated toys.
- Bicycles (including folding types), rollerblades, skateboards or other types of skates or similar, kick scooters and electric scooters.
  - Baby strollers are permitted to be brought inside the Stadium's secure perimeter subject to dedicated storage facilities being available.
- Large items such as ladders, steps, benches, folding chairs, boxes, cardboard containers, large bags, backpacks, suitcases, and sports bags, and bags that are not pliable or soft (such as cooler boxes) and cannot be placed under a seat.
  - 'Large' means any objects exceeding 30cm x 40cm on any two sides.
  - Only one permitted bag (not exceeding the above dimensions) is allowed per Ticket Holder, with the exception of those intended for babies' supplies or if adequate justification is provided (e.g., medical grounds).
  - For safety reasons, strollers and prams are not permitted into the Stadium's spectator seating/standing areas. Strollers and prams must be cloaked.
- Significant quantities of cardboard, paper or any rolls of paper.
- Any quantities of powdery materials, flour or similar substances.
  - Small make-up elements, such as compact powder, shadows, blush, lipsticks, glosses and other are permitted.
- Any type of animal, except for assistance dogs or as defined by the relevant competent bodies.
  - Assistance dogs may only be permitted where mandated by local law.

### **3. Food / Liquids / Consumable Items**

- With the exception of hand sanitizers, no larger than 100ml, any liquids containing alcohol, including any alcoholic beverages, unless purchased and consumed within designated areas of the Stadium and in strict accordance with any additional alcohol consumption, licence conditions and Responsible Service of Alcohol (RSA) rules imposed by the Event Organisers and/or local legislation and regulations.
- Any other liquids (including beverages) unless acquired inside the Stadium, with the exception of baby milk or if adequate justification is provided (e.g., medical grounds) but only if presented in the presence of the person for whom they are intended.
  - Any permitted liquids must be packed in receptacles that are not made of glass, metal or other breakable material or otherwise in contravention of the Stadium Code of Conduct.
  - Ticket Holders and Accredited Persons should be aware that items will be subject to inspection and disposal at the Event Organisers' discretion.
- Any commercially produced and/or packaged food items and take-aways of any kind, except if acquired inside the Stadium or if adequate justification is provided (e.g., medical grounds) or for babies or young infants.
  - Small quantities of non-commercially produced/packaged food items for personal consumption are permitted.
  - Any permitted food items must be packed in receptacles that are not made out of glass, metal or other breakable material or otherwise in contravention of the Stadium Code of Conduct.
  - Ticket Holders and Accredited Persons should be aware that items will be subject to



inspection and disposal at the Event Organizers' discretion.

- Illicit drugs, narcotics, or stimulants of any kind, except substances necessary for medical reasons.

#### **4. Flags and Political / Offensive / Commercial Items**

- Any materials, including but not limited to banners, flags, flyers, apparel and other paraphernalia, that are of a political, offensive and/or discriminatory nature, containing wording, symbols or any other attributes aimed at discrimination of any kind against a country, private person or group on account of race, skin color, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, birth, wealth or any other status, sexual orientation or on any other grounds.
- Any materials, including but not limited to banners, flags, flyers, apparel, colors, insignia and other paraphernalia, that are identifiers of any gang or other groups as designated by the relevant police authorities.
- Flags, banners, and posters except those that do not exceed 2 meters x 1 meter or unless approved in advance by the Event Organizer's in writing, provided in all cases that such flags, banners or posters are made of a non-flammable material, and are not in any other way prohibited under the Stadium Code of Conduct.
  - All such items must be presented at the Stadium entrance for inspection by the Event Organizer's.
- Flagpoles or banner poles of any kind, with the exception of flexible poles or so-called double poles made from non-flammable plastic that do not exceed 1 meter long and 1 centimeter in diameter and are not otherwise deemed a safety risk by the Event Organizer's.
- Any promotional or commercial object, apparel or other material including, but not limited to, banners, flags, signs, symbols, flyers, newspapers, merchandise or programs, or any type of object, item, material or clothing that, in the opinion of the Event Organizer's, are promotional or commercial in nature or which the Event Organizer's reasonably consider are intended for, distributing, hawking, selling, exposing for sale or display for marketing, promotional, or commercial purposes.

#### **5. Electronic, Musical and Telecommunication Items**

- Radio frequency jamming devices, radio-electronic or high frequency devices, or any other devices that may lead to an interruption or failure of broadcasting, IT or technology functionality at the Stadium.
- Radio transmitting devices, unless approved in advance and in writing by the Event Organizer's.
  - Mobile phones, tablets, wearable technology or similar devices connected to commercially available mobile phone networks are permitted.
- Any musical instrument (mechanical or manual) unless presented with the written pre-approval of the Event Organizer's.
  - The applicable Event Organizer may require Ticket Holders to stop using musical instruments if the sound emitting from the respective instrument interferes with event operations or the enjoyment of other Ticket Holders.
  - Permitted musical instruments must never block, obstruct or otherwise restrict



- passages, gangways, staircases, entrances, exits or other access areas;
- Electronic, mechanical or manual devices that produce noise or other excessively loud sounds, such as vuvuzelas, megaphones, whistles, loudspeakers, etc.
    - Heaters for drums are also prohibited.
    - The Event Organizer's may require Ticket Holders to stop using devices permitted inside the Stadium if the sound emitting from the respective device interferes with event operations or the enjoyment of other Ticket Holders.
  - Objects that emit laser beams, strobe lights, laser pointers or similar light emitting devices.
  - Any type of television and/or telecommunication equipment (including professional video cameras) or other professional equipment that is capable of recording sound and video.
    - For the avoidance of doubt, personal smartphones, tablets and photo cameras presented with a fixed or detachable lens less than 10cm in actual length are permitted).
  - More than one set of extra batteries or rechargeable units for any device which is permitted under the Stadium Code of Conduct.
    - One power bank of any size is permitted per person.
  - Any types of mounts for photo and video equipment, such as tripods, monopods and 'selfie' sticks.
  - Drones and any device with the ability to be operated by remote-control including toy aircraft, toy car, toy helicopter, blimp, and any remote controllers for such devices.

## **6. Prohibited Items Identified (Non-Police Action)**

Where a Prohibited Item is identified that does not require Police Action:

- If the item is identified at a VSA/PSA, the person should be advised to deposit Prohibited items at the Prohibited items storage area.
- If a Prohibited item is identified within the stadium, the person should be informed that the item is Prohibited and escorted to the Prohibited item storage area.
- Where an exemption has been approved, this must be confirmed before access is permitted. Where necessary consult your supervisor/ VOC and act upon their direction

## **7. Other Prohibited Items**

- Any other objects or items that could be used as a projectile or could cause harm upon being thrown or any item which may compromise public safety, cause fear, unrest, nuisance, interfere with the event operations or the enjoyment of other ticket holders and/or harm the event and/or the event organizers' reputation, as determined by the event organizers at their absolute discretion.

The Event Organizer reserves the right to make a final decision on whether any item brought to or into the Stadium is prohibited.

Exceptions are only permitted if they have been previously authorized by the CAF Safety and Security Officers and the Stadium Safety and Security Managers.

Ticket Holders or Accredited persons who do not comply with the Event Organizers' final decision may be refused entry to, or removed from, the Stadium.



## 8. Firearms use / control

The use of firearms inside the stadium is strictly prohibited. Firearms must not be brought into the stadium by security personnel, spectators, or other stadium users. However, following a risk analysis, the Chief of Police and appointed CAF Safety and Security Officer may after consultation with the stadium Safety and Security team, give consideration to close protection officers assigned to Heads of State or their representatives accessing with concealed weapons.

## 9. Alcohol

- If the possession, sale, distribution, or consumption of alcohol is to be permitted at a match, the event organizer must take all reasonable measures to ensure that the consumption of alcohol does not interfere with the spectators' safe enjoyment of the match.
- Unless otherwise regulated by the law of the country, the following minimum measures shall be applied:
  - Restrict the sale and distribution of alcohol to that by authorized personnel only.
  - Prohibit the possession and distribution of alcohol at the stadium premises (outer security perimeter) or in the stadium itself by any unauthorized individuals.
  - Prohibit the admission of any individual who appears to be drunk.
  - Prohibit the possession and distribution of glass, cans or any closed portable containers that may be thrown and cause injury.
- CAF/LOC reserve the right to further restrict the possession, sale, distribution, or consumption of alcohol at matches, including the type of beverages that may be sold, where alcoholic beverages may be consumed, or to ban alcohol, as deemed appropriate under the circumstances.

## 10. Tobacco Policy

FIFA Tobacco Policy:

*“Create a healthy environment for the majority who are non-smokers.”*

- Cigarettes, lighters, e-cigarettes, and matches are not allowed into stadium (prohibited items).
- No smoking allowed in any part of the stadium or within the outer perimeter areas (prohibited action).
- There are/are not Outside Designated Smoking Areas (ODSA)
- Everyone inside the stadium must comply with the tobacco policy.
- Stewards have the responsibility for approaching anyone who does not respect the tobacco policy and asking them to stop smoking.
- If you see a person smoking/Vaping, you should:
  - Politely inform the individual that smoking/vaping is prohibited and request they stop.
  - If the individual refuses, act in accordance with the smoking Policy.

## 11. Prohibited Items Allowed for Accredited Staff



- Work Tools
- Medical drugs.
- Perfumes in glass bottles no larger than 50ml.
- Radio electronic means and high frequency devices.
- Unbranded food for personal consumption.
- Umbrellas.
- Megaphones.
- Power banks.
- Large bags, backpacks, and luggage.
- Aerosol cylinders including medical inhalers.

## **12. Prohibited Items Allowed for Accredited Media**

- TV and telecommunications equipment.
- Photo equipment.
- Electronics.
- Mounts.
- Work tools and equipment for repair.
- Cleaning and maintenance equipment.
- Laser devices and lights.
- Make-up kits.
- Perfumes.
- Umbrellas.
- Food.
- Beverages and hot beverages.

## **PROHIBITED ACTIONS**

### **1. Restricted / Unauthorized**

The following activities are not permitted within the stadium:

- Starting a fire.
- Unauthorised access to stadium or restricted areas.
- Unofficial event activities.
- Ticket touting.
- Unlicensed merchandising.
- Gambling.
- Narcotics or illegal drugs.
- Smoking and vaping.
- Overcrowding.
- Broadcasting for commercial gain.

## **ACCESS CONTROL**



## 1. Purpose

- Protect venue from unauthorized access or occupation.
- Protect venue from destruction or damage.
- Protect property from theft.
- Ensure safety of all persons and protect from assault or injury.
- Manage crowd safety and asset protection during an emergency incident.

## 2. Match-day Access Control

- On match days, only persons in possession of a valid permit shall be granted entry to the stadium/restricted (Back of House) areas.
- Valid permits include:
  - Match tickets.
  - Accreditations and, when used, supplementary accreditation devices (SADs).
  - Other permits as defined.
- During CAF events, formal accreditation will be established and put into force before the start of the event as specified in the respective Tournament regulations.
- Once accreditation has been established, access to stadiums will only be permitted to those persons with a valid accreditation or permit (except on match days when tickets are in use).
- If a person cannot produce a valid permit, they shall be refused entry or escorted from the stadium.
- It is the responsibility of all stewards, stadium safety and security management staff and police officers to ensure that only those persons with authority to be inside the stadium, including members of the public, officials and staff, are permitted into the stadium.
- Where restricted access zones have been established (for example, players' areas, the field of play, the media, hospitality, etc.), stewards or other appropriate security staff must be in place to enforce and control access in accordance with the established accreditation and stadium zoning plan.

## 3. Key Points

- Does not stop access but facilitates work activities and the smooth running of the event without distractions.
- Access device must be worn and clearly displayed at all times.
- Privileges can only be changed through the approved process and a re-print.
- There are NO Exceptions to the Access Control process.

## 4. Exit and Re entry

### a. Accredited Persons

- All Accredited persons must follow the exit and re-entry procedure.
- Having exited the stadium, accredited persons will be required to pass through identification checks and search procedures if they wish to re-enter.
- No person should be allowed into the stadium on recognition alone; accreditation must always be checked, and search procedure undertaken.



## **b. Spectators**

- If ticketed spectators wish to leave the stadium, they must be informed that they will not be allowed to re-enter unless local policy directs otherwise.

# **ACCREDITATION**

## **a. General**

Stadiums will be divided into specific zones which need to be secured with Access Control measures using Accreditation passes.

- Holders of Accreditation passes are granted access to specified stadiums and locations within stadiums, including restricted zones.
- Accreditation shall be issued by CAF/LOC to individuals with specific functions at the event.
- Accreditation shall, as far as possible, be forgery-proof and provide protection against multiple use.
- Accreditation is not transferable.
- Accreditation restricts access to specific, clearly identified areas/zones and specified stadiums.
- Designated zones will be shown on Accreditation passes. Only persons with the correct accreditation showing the zone number may enter that zone.
- The number of “access all areas” passes shall be kept to an absolute minimum and access rights must be based on working requirements.
- Accreditation does not permit the holder to attend a match as a spectator or occupy any seat in the stadium that would normally be allocated to ticketed spectators.
- A background/criminal check shall be performed by the host nation authorities as part of the accreditation process.
- The host nation authorities may refuse the issue of an accreditation on the grounds of security without reference to the event organizer or FIFA.
- Provision must be made for the withdrawal (on a temporary or permanent basis) of any person’s accreditation if certain conditions apply.
- On match days, Supplementary Accreditation Devices (SAD) may be used to further restrict access to key zones.

## **b. Supplementary Accreditation/Access Device**

- Supplementary Accreditation Devices are additional access control measures that provide access into a specific zone within a venue at a specific time.
- Are used in conjunction with an accreditation pass for specific time periods for specific stadium zones.
- They are non-personalized and not valid by themselves and must be used in conjunction with a valid Accreditation pass.
- The SAD can NEVER grant access privileges which the accreditation pass does not have.



- Can include, Arm Bands, Bibs, Cards, Wristbands etc.

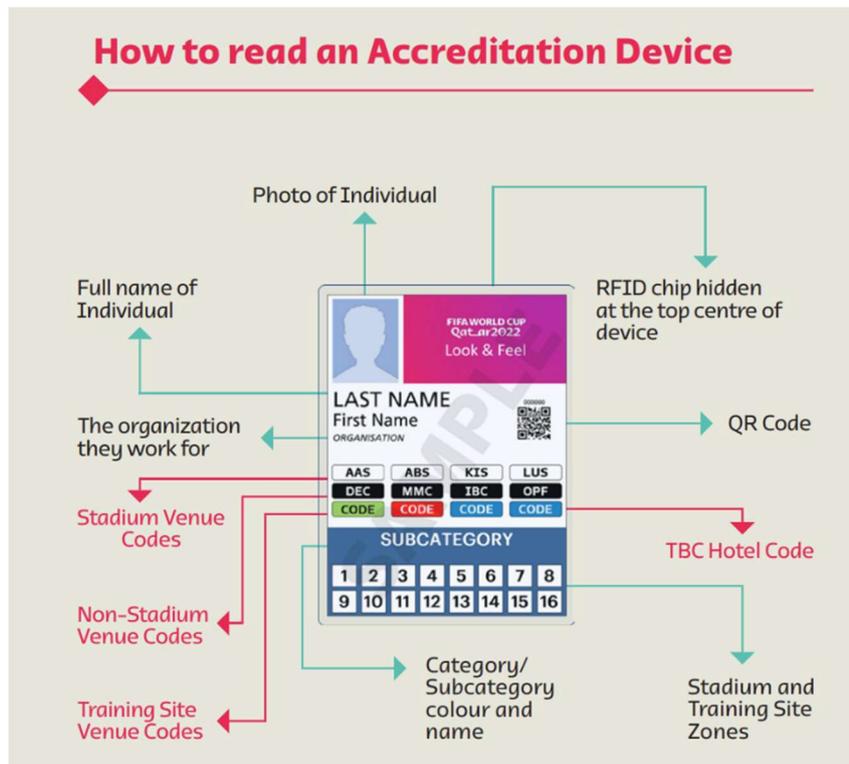
### c. Basic Accreditation Pass Checks

- Check the validity of the accreditation pass, i.e., that it is not a fake.
- Compare the face of the holder with the photo on the pass.
- Check the date on the pass to ensure it is valid (where applicable)
- Check accreditation category to check for any exceptions of the prohibited items.

### d. Accreditation Boards

- As well as at all entrances and gates, access control points need to be placed wherever there is a zone change (eg., between the competition area and an adjacent zone).
- Zoning should be planned on a diagrammatic map of the stadium for ease of use. The map informs the location of all access control points.
- An Access Board must be placed at each access control point displaying the access privileges required to pass into the zone.
- The Access control board assists stewards in controlling access as privileges are pre-defined. This reduces conflict.
- Access control boards should be installed in good time before operations begin and access control stewards must be briefed properly on how to interpret them.

### e. How to read an Accreditation Pass

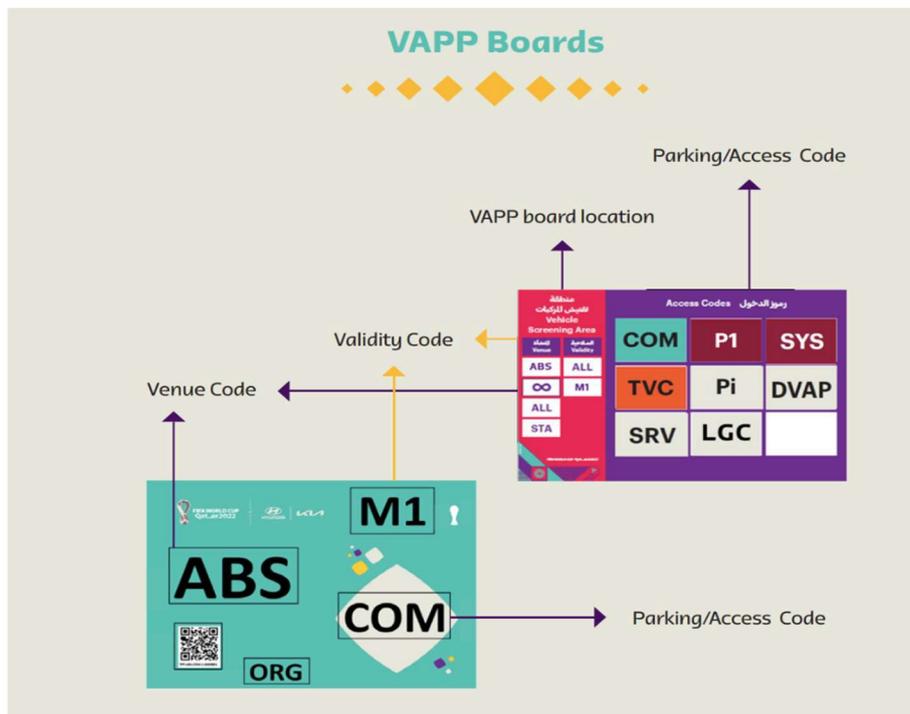




## f. Access Control Steward Actions

- Ensure you comply with the details on the accreditation board:
- Read and understand the accreditation board in advance.
- Understand any changes on the board made by authorized staff.
- Stop every person to verify their accreditation authority.
- Do not let persons pass if you haven't checked their pass, even if they are familiar and known to you.
- Each person entering should have dedicated access rights.
- It is not permitted to take someone to a restricted zone who doesn't have the required access rights, even if the person has official accreditation for other areas.

## g. Vehicle Access Permit Pass (VAPP)





## h. Emergency Service Personnel Access

- Subject to the agreed security concept and approved accreditation plans, official identity cards held by members of the emergency services and other official agencies, that allow them to carry out operational tasks at the stadium shall also be regarded as valid permits provided, they are in uniform and clearly identifiable.
- Police officers and members of other security agencies wearing plain clothes must be issued with appropriate accreditation for the tasks they are performing.
- Members of the police or other emergency services may not use identity permits to access stadiums when not on duty or occupy seats that would normally be covered by tickets.

## TICKETING

### a. Ticket Allocation Strategy

- The match organizer shall ensure that tickets are allocated in such a way as to ensure optimum segregation of the different supporters' groups.
- Persons identified in the wrong sector may be moved to a preferred sector, as may be decided by the safety and security officer, police and/or other public authorities.
- Once the ticket allocation strategy has been agreed and tickets have been distributed, no alteration will be made to that strategy unless the segregation of supporters requires some tickets to be withheld from sale for a given sector.

## SECURITY CHECKS



- Security checks shall be carried out on persons and vehicles at the entry points of the outer and inner perimeters, as well as at entry points to areas that are not open to the general public. These security checks shall verify the following:
  - That the person possesses a valid ticket, accreditation, or other form of valid permit to gain access to the stadium or restricted zone within.
  - That the person is not in possession of any weapons or other prohibited items as set out in the stadium code of conduct, unless required by accredited staff and authorized persons to perform their official duties.
  - That the person is not under the influence of alcohol or intoxicating substances or drugs.
  - That the person complies with the ticket terms and conditions, sales regulations and stadium code of conduct.
- A person may be subjected to a full search of their person and/or possessions at the security checkpoints.
- All vehicles (and occupants) entering the outer perimeter of the stadium must undergo security screening and a search. It is recommended that this occurs at a remote search facility located at a suitable safe distance from the stadium.
- The identity of a person entering the stadium with accreditation will be checked against the photograph on his accreditation pass.
  - The stadium and zoning privileges will also be checked.
  - Accreditation is not proof of identity and accredited persons may be asked to provide an acceptable alternative proof of identity before access is granted.
- While stewards may not enforce compulsory searches at the stadium points of entry, any person who resists searches shall be refused entry into the stadium.
- If prohibited or any other dangerous items are found during the search, they shall be handed to the police or stored in a suitable place until such time as they can be properly disposed of.
- If a person surrenders his right of ownership to and possession of an object that is banned from the stadium and is not liable to be taken into police custody, the confiscated object shall be held in a secure place until such time as it can be properly disposed of.
- If it is established during security checks that a person is under the influence of alcohol or any other intoxicating substances or drugs, that person shall be refused access.

## STADIUM AREAS

There are four (4) distinct perimeters that shall be determined in a stadium, as follows:

- **Public zone:**
  - Includes the city and areas surrounding the stadium precinct.
  - Is outside of stadium control.
- **Exclusive zone:**
  - The exclusive commercial zone, which is strictly monitored according to the Rights Protection Programme (RPP) rules and regulations for the event.
- **Outer perimeter (visual ticket check):**
  - The first visual check of a pass and search are carried out at this perimeter.
  - Access to this area requires a valid accreditation badge or match ticket.
- **Inner perimeter (electronic access control).**
  - This is where the turnstiles are located and also includes the public access



areas and hospitality suites.

- Stands including the seating areas and playing field.

## STADIUM ZONES

- Stadiums are designated nine to ten further zones, designed to control access to restricted areas and areas of work for those with approved accreditation.
- Stewards, police, or other appropriate security staff will control access to prevent unauthorized access.
- Approved designated zones will be indicated on accreditation passes and accreditation boards.
- On match days, supplementary accreditation devices (SADs) may be deployed to further restrict access to key zones such as zones 1 and 2.
- It is recommended that signs be put up at all entry points into the various stadium zones showing which passes are valid for entry.

## 10 CAF Accreditation Zones

- **1 Field of play**
  - Pitch and tunnel access
  - Substitutes' benches
  - Fourth official's bench
  - Photographers' and Broadcast pitch positions
- **2 Competition areas**
  - Dressing rooms, players
  - Dressing rooms, referees
  - Medical examination room
  - CAF offices
  - Doping control room
  - Corridors (with access to these areas)
  - Teams' and officials' drop-off and pick-up points
- **3 Public areas**
  - General public entrance and areas
  - Public toilet facilities
  - Public concession stands
  - Public first aid facilities
  - Commercial and host city displays
  - Spectator accommodation
  - Police, Steward, Emergency Medical facilities
  - Ceremonies areas
  - Volunteer Centre
- **4 Operations areas (offices)**
  - CAF and LOC storage and office areas
  - VOC Stadium announcer, giant screen and sound rooms
- **5 VIP areas**
  - VIP/VVIP Hospitality areas
- **6 Media tribune**
  - Print media seats



- Seats for radio and TV commentators and observers
- Mixed zone
- Press conference room
- **7 Media centre**
  - Media work area
  - Media catering area
  - Media briefing area
  - Photographer and Media services
- **8 Broadcast area**
  - Camera platforms
  - Flash interview area
  - Announcer platforms
  - VIP Interview area
- **9 Hospitality area**
  - Commercial affiliates and Hospitality lounges
  - Commercial hospitality
- **10 Team Hotel**
  - Team and Teams officials' base camp

## STADIUM PERIMETERS, TURNSTILES AND CHECKPOINTS

- Entry and exit points into and out of the stadium must be staffed at all times during a match and designed in such a way as to facilitate the flow of people and vehicles in and around the stadium, taking into consideration any special requirements such as those of the emergency services.
- All access gates must be able to be opened or closed quickly without causing any danger or hazard. The gates shall be designed to withstand pressure from large crowds of people. When open, the gates must be firmly secured. The gates must also be equipped with fireproof locks.
- All turnstiles and entry points must be able to accurately check the validity of tickets and/or accreditation and count the number of spectators entering the stadium.
- Turnstiles and checkpoint facilities may be incorporated within the inner perimeter. They must be able to withstand extreme pressure and be fireproof.
- Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely.
- The stadium perimeters must be always kept secure for the duration of the Tournament, including on non-match days.

## VENUE OPERATION CENTRE (VOC)

### 1. Definition

Each stadium must have a venue operation centre (VOC), which is the room from which those



persons responsible for safety and security operations at the stadium can monitor, control, and direct resources in response to any given situation before, during, and after a match.

- Its main functions include:
  - To allow the stadium safety and security management team to monitor the safety and security of people attending the stadium and in its immediate vicinity.
  - To coordinate responses to specific incidents.
  - To provide, if required, a monitoring facility for the emergency services.
  - To monitor public order.
  - To assist the stadium management in staging the match.
- The VOC should be located in a secure area of the stadium and have an overall view of the inside of the stadium.
- The VOC and all safety and security equipment must have an uninterruptible power supply.

## **2. VOC Staffing**

- The exact staffing of the VOC will vary depending on local factors such as the structures of civil authorities and the police. As a minimum requirement, the following posts must be provided for:
  - Stadium security officer.
  - Police commander responsible for all police activity at the stadium and in its vicinity (more than one police commander may be needed, depending on the structure).
  - A representative of the medical services.
  - Fire service commander responsible for all firefighting capabilities at the stadium and in its vicinity.
  - Chief steward.
  - CCTV operators.
  - Communications operators and log keepers.
  - Ticketing coordinator.
  - The VOC must be fully operational and fully staffed prior to the gates being opened to the public and must remain operational until the stadium has been cleared and returned to normal non-match operations.

## **3. Stadium Plans, Maps and Paperwork**

- Copies of the following must be held as a minimum in the VOC:
  - Contingency plans.
  - Emergency plans.
  - Steward deployment plans.
  - Security personnel deployment plans.
  - Medical plans.
  - Egress and ingress plans.
  - Large-scale stadium maps, including detailed stadium plans (showing key facilities) as well as maps of the surrounding areas.
  - CCTV camera positions.
  - Stadium code of conduct.
  - All relevant regulations and legislation in place.
  - Contact details of all stakeholders.



## 4. VOC Equipment

- Public address system override
- Fire alarm control panel
- Pitch lighting control panel
- Electronic video screen (giant screen) control system (where installed)
- CCTV monitors
- Communications
- Spectator entry counting system
- Uninterruptible power supply (UPS)

## SIGNAGE

### a. Safety Signs

- Safety signs appear in the following categories and should follow the host nation's standardized formatting for signs. The five categories are:
  - **Prohibition Signs:**
    - Prohibition signs are there to tell you not to do something.
    - Prohibition Signs are **colour-coded in red** in a **circle shape** with a **red bar** striking through.
  - **Warning Signs:**
    - Warning signs are there to warn you of dangers.
    - Warning Signs are **color-coded in yellow with black border** in a **triangle shape**.
  - **Mandatory Signs:**
    - Mandatory signs are there to tell you to do something.
    - Mandatory Signs are **color-coded in blue**.
  - **Safe Condition signs (aka Emergency Signs):**
    - Safe condition signs can usually be followed to a place or route to safety.
    - Emergency Signs are color-coded in green.
  - **Firefighting equipment signs:**
    - Fire equipment/fighting signs show you where fire equipment is.
    - Fire Equipment Signs are colour-coded in red.
  - **Hazardous Substance Signs:**
    - Hazardous Substance Signs warn people about dangerous chemicals.
    - Hazardous Substance Signs are in a diamond shape with a red border.
- In conditions of poor natural light, it may be necessary to provide either artificial illumination and/or to ensure the signs use reflective material.
- Where possible, signs should be pictorial in design to assist those who cannot read or understand the language in which the sign is written.

### b. Information Signs

- These are signs communicating information relative to the stadium or event or to specific restrictions. Such signs include:



- Stadium plans.
  - Simplified ground plans should be displayed at suitable locations, such as by main entrances.
- Stadium regulations/stadium code of conduct.
- Directional signs.
- Block, row and seat indicators.
- Signs in these categories should not use colouring which could lead to their being confused with safety signs.

## EMERGENCY EVACUATION AND PLACES OF SAFETY

### a. General

Evacuation is a decision that will be made when an incident occurs that requires the movement of people from a dangerous place to a place of safety or relative safety. This decision shall be taken when following situation take place:

- Fire
- Major security incident
- Act of terror
- Structural failure
- Crowd control issues
- Power/lighting failure
- Any threat to public safety

There are three (3) different types of evacuations at a stadium:

- **Full Evacuation**
    - Incident affects or is likely to affect the whole stadium.
  - **Partial Evacuation**
    - Incident is isolated to one part of the stadium.
  - **Invacuation**
    - Invacuation is the controlled process of getting people into safe premises due to an incident which could cause harm to people who are outside.
- **Firearms Or Weapons Attack Emergency Response**

Policies explain what is expected of you in the event of a terrorist attack. Follow the instructions and work to the chain of command.

- **RUN** to a place of safety  
Consider your options and choose a route that will not place yourself and/or others in the line of fire.
- **HIDE** if you cannot run.  
Consider your escape route from that place of safety when opportunity arises.  
Switch phone/radio to silent
- **TELL** When safe to do so call Police/VOC.



## b. Evacuation decision

- If an incident requires the immediate evacuation of the Stadium, the Venue Commander (VC) will take over command and control.
- During an evacuation, a decision will be to evacuate an area or the whole venue.
  - Decision normally made by Venue Operation Centre (VOC) based on information received.
  - There may be situations where Security has to make a decision to evacuate / clear / restrict an area of the stadium.
    - VOC must be informed immediately so that further decisions can be made.
    - Work to the chain of command.
- Each venue will have an evacuation plan; ensure you know your role within it.
  - Ensure that you know the alert codes.
- It is your primary responsibility to carry out the evacuation and usher spectators out in an orderly manner.
  - Ensure that all emergency exit doors are opened.
  - Assist with the coordination of evacuating persons to the assembly points.
- Upon hearing the evacuation announcement, Stewards will:
  - Position themselves at exit routes and points (staircases, corridors, exit doors...).
  - Assist the evacuation process.
  - Guide persons to assembly points.
  - Ensure exit doors and gates are in the open position.
- During an evacuation, Stewards will:
  - Alert everyone in the area to evacuate in orderly manner using nearest exit.
  - Assist people by directing them to nearest escape route.
  - Give particular attention and assistance to disabled persons and children.
  - Instruct all persons evacuating not to use elevators in case of a fire.
  - Perform final sweep on the way out. Offices, stores, toilets...
- Once the stadium is evacuated, Stewards will:
  - Direct persons to a safe distance/location.
  - Move themselves towards a safe location.
  - Await additional instructions.
- The stadium gates may be secured to prevent re-entry if safety dictates.
- All personnel are reminded not to put themselves in danger while evacuating.
- Follow Instructions:
  - Alert everyone in the area to leave in an orderly manner via the nearest safe exit and direct accordingly.
  - Contain or disperse supporters as directed.
  - Ensure that people such as disabled, children, pregnant woman and vulnerable adults are given particular attention and assisted as much as possible.
  - In the case of fire do not use elevators.
  - Follow the chain of command follow instructions.

## c. The 5 P's

- ***Planning and Preparation, Prevents Poor Performance***

By acting promptly and correctly in times of emergency, Stewards can:



- Help to save time in the evacuation.
- Keep themselves and others safe.
- Assist the emergency services.
- Prevent injuries and save lives.

#### **d. Places of Safety and Reasonable Safety**

- A place of safety may be a road, walkway, or open space adjacent to, or even within, the boundaries of the stadium.
- Within a large stadium, there may also be a need to designate a place or places of “reasonable safety”, where people can be safe from the effects of fire for 30 minutes or more (unless otherwise stated by the host nation’s laws and legislation), thus allowing extra time for them to move directly to a place of safety. A place of reasonable safety may include:
  - An exit route that is protected throughout its length by a construction having a fire resistance of 30 minutes, unless otherwise stated by the host nation’s laws and legislation.
  - A stairway that is in the open air and protected from fire breaking out onto or below it.
  - The field of play.
- Emergency evacuation routes, one inside and one outside of the stadium, must be agreed upon with the police, stewards, fire service, first aid and emergency services.
- The external evacuation route shall have two lanes and be negotiable by vehicles and must be always kept unobstructed.
- The field of play within the stadium must be accessible by at least one vehicle entry point.
- If it is determined that the field of play is to be used as a place of reasonable safety, there must be a method of subsequently moving evacuated spectators from the field of play to a place of safety outside the stadium.
- Contingency plans for emergency evacuation must consider the special needs of spectators with disabilities.

## **PREVENTION OF PROVOCATIVE AND AGGRESSIVE ACTIONS**

The promotion or announcement of political or religious messages or any other political or religious actions, inside or in the immediate vicinity of the stadium, by any means, is strictly prohibited before, during and after matches.

### **1. Provocative and Aggressive Action and Racism**

- The event organizer must guarantee that, in the stadium or its immediate vicinity, supporters do not act in a provocative or aggressive manner.
- If such actions arise, the event organizer and/or security forces must intervene and take appropriate action.
- Stewards must draw the attention of the police to serious acts of misbehaviour, including racist insults, so that offenders may be removed from the stadium.
- Furthermore, all associations and clubs shall observe the relevant FIFA regulations and implement all available measures to prevent such misconduct.
- Any serious acts of misbehaviour, including racist insults, shall result in the offender being removed from the stadium, in line with the stadium code of conduct.



- If a civil or criminal offence is committed, the police shall be informed immediately so that appropriate action can be taken.

## 2. Conflict with Spectator

- Attempt to resolve within your powers and authority.
- Request assistance through VOC if safety concerns.
  - If necessary, step away and keep observation from a safe distance.
- Remain respectful, polite, courteous and communicate clearly.
- Remain reserved with body language.
- Do not make assumptions and do not judge.
- Ask clarification questions where required.
- Move away (where possible) from crowded areas to discuss and resolve.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## 3. Violent Conflict

- Immediately report the location and known details to VOC and act upon their direction.
- If obvious danger to yourself, continually monitor and report from a safe distance.
- If able and safe to do so, remove others from the scene.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

## DEALING WITH LEFT ITEMS

At any event, bags and items are left behind in seating and public areas. We need to be able to confirm if an item is suspicious.

### 1. Suspicious Item

- When identifying a suspicious item remember the following:
  - **H – HIDDEN:** Has the item been hidden? Has an attempt been made to conceal it?
  - **O – OBVIOUSLY SUSPICIOUS:** Does the item look suspicious?
  - **T – TYPICAL:** Is the item typical of what you would expect to find in this location?
- If item is deemed suspicious:
  - Do not use PR or mobile phone within a distance of .....
  - From a safe position, report to VOC giving full details and act upon their direction.
- Venue security commander is responsible for the decision for further action and providing support.
- Complete incident report as per policy.
- **Never place yourself or others in a position of danger.**

### 2. Suspicious Behaviour

Remember, focus on Behaviour NOT Appearance. If suspicious actions are observed:



- Inform supervisor/VOC immediately giving full details of location, descriptions and actions observed.
- Act upon directions given.
- Venue security commander is responsible for the decision for further action and providing Support.

Suspicious actions may include:

- Walking around without clear or obvious purpose.
- Taking photos of equipment, workforce/security personnel or protected areas.
- Appears unusually curious in operations and various items of equipment.
- Paying significant interest to entrances, exits, CCTV, search regime, security staff.
- Behaving nervously/erratically.
- Concealing face/identity
- Use of fake/forged identity documents.
- Located in a restricted area without approved accreditation.
- Person looks lost or in the wrong place.
- Loitering in restricted or public areas.
- Asking unusual or security related questions.
- Vehicle parked out of place/retracing the same route.
- Any other action considered suspicious by a reasonably acting witness.
- Complete incident report as per policy.
- Never place yourself or others in a position of danger.

### 3. Reporting Suspicious Behaviour

**Trust your instincts. If you see anything suspicious, report it.**

- Who did you see? What did they look like? What were/are they wearing?
- What have you seen? What has happened? What was it that made you suspicious?
- When and where did the situation happen?
- Remember the chain of command, report to supervisor/VOC or nearest Police Officer.
- Do not worry that you might be wrong, have confidence.

**Your actions could save lives!**

### 4. Reporting a Suspect Package or Bag Procedure

- If a suspect package or bag comes to the attention of staff, it shall be reported to the VOC/supervisor immediately giving a precise details and location.
- In parallel, people nearby should be asked if the package or bag belongs to them or if they know who it belongs to.
- If someone claims the package or bag, or it is easily determined to be harmless, the VOC must be informed immediately.
- If the suspect package is not claimed, stewards must clear the immediate area and not allow



spectators to approach the package until the police take over.

- VOC informs the police and takes necessary action (e.g, evacuation) based on their advice.

## 5. HOT Test

- The HOT test is a protocol to deal with unattended or abandoned items found at a stadium.
  - **H** – Hidden: Has the item been concealed or hidden from view?
  - **O** – Obviously Suspicious? Does it have wires, circuit board, batteries, tape or putty like substances?
  - **T** – Typical: Is the item typical of what you would expect to find in this location?

## 6. Conducting a Hazard Check of An Area

- Attend all briefings so you know what is expected.
- Ensure you know the correct procedures to deal with any Hazards found.
- Work together as a Team.
- Consider types of hazards you may expect to identify.
- Search systematically so you know all the areas have been covered.
- Apply identical systematic procedures to all areas.

## 7. Actions On a Find

- Remember to:
  - Keep the Chain of Command informed through the VOC.
  - Confirm is the item is suspicious (apply HOT principles)
  - Clear the immediate area in accordance with VOC instructions.
  - Cordon the area to prevent re-entry with VOC instructions.
  - Remember, do not use personal radio within 15 meters if suspicious.
  - Do not use mobile phone if item is suspicious.

## 8. Responding To an Incident

- Apply a dynamic Risk Assessment.
- Apply decision making process.
- Work to the chain of command under instruction.
- Work as a team together keeping each other safe.
- Complete reporting documentation where necessary.

## 9. Dynamic Risk Assessment – SAFER

- **S** – Step Back. Do not rush in, stop, and think.
- **A** – Assess the Threat. People, objects, and Places (POP).
- **F** – Find Help. Think about who/what you may need.
- **E** – Evaluate Options. What options are available? Which is most likely to succeed?
- **R** – Respond. Continue to assess and change approach as required.



## 10. Decision Making Model

Objective is Safety and Security and the enjoyment of all.

- Gather Information.
- Assess Risk.
- Apply venue procedures and authority levels.
- Identify options.
- Take action and review.

Continue to work through the cycle ....

## 11. The 3 C's

Any successful response relies on the 3 C's.

- **Communication:** Staff must understand exactly what they are being required to do.
- **Coordination:** Response must be coordinated amongst all responders.
- **Control:** Responders must remain focused under established Control protocols.

# PERSONAL RADIO USAGE

## 1. Radio Protocol

Although Radio Procedures, call-signs and protocols vary between different organizations, there are a few basic guidelines that Security Guards should follow.

Radio communications must be:

- A – Accurate in all detail.
- B – Brief and to the point in question
- C – Clear and concise

When using the radio:

- Check and make sure you selected the right radio frequency
- Think about what you want to say.
- Check that no one else is already transmitting.
- Press the transmission button.
- Position the microphone about 5 cm away from your mouth.
- Start first with the radio call sign of the person you want to call and then identify yourself by your radio call sign.
- If needed, repeat twice or three (3) times and wait until you get an acknowledgement.
- Speak clearly at normal speed.
- Use organization protocols.
- Remember that people around you will hear what you are saying.



## 2. Security minded Communication

To prevent causing panic to the public, use security-minded communications over the radio, e.g.:

- **Incident** – Explosion/crash/collapse
- **Item of Interest** – Bomb/Suspicious package/weapon
- **Medical Assistance** – Seizure/Heart Attack/Broken Bones
- **Disturbance** – Fight/Riot/Protest
- **Security Assistance** – Crime/Police
- **Incident White** – Fire/smoke

## 3. Contact List

Position	Name	Radio Call-Sign	Phone
Stadium Safety Security Manager			
Venue Safety Security Commander 1			
Venue Safety Security Commander 2			
VOC Commander			
CAF General Coordinator			
CAF Safety Security Officer 1			
CAF Safety Security Officer 2			
Stewards Manager			
Stewards Supervisor			
Stadium Manager			
Police Commander			
Medical Officer			
Fire Brigade Commander			



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