



**SAFETY AND SECURITY
PROTOCOL FOR
PANDEMIC DISEASES**



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I. Introduction

Pandemics have become more frequent in the last decade, culminating in health catastrophes and social, economic and political challenges. A pandemic is “an epidemic occurring worldwide, or over a wide area, crossing international boundaries and usually affecting a large number of people”^{1,2} **Epidemic** refers to an increase, often sudden, in the number of cases of a disease above what is expected in the population of that area³.

A pandemic: Worldwide transmission of an infectious disease in excess of normal expectancy; Widespread transmission across international boundaries; Worldwide epidemic

The COVID-19 pandemic has taken its toll on man and his ecosystem affecting every sector/industry including football operations. For once in history, because of the pandemic, football activities were grounded to zero, not only because the disease is evasive, invisible to the naked eye and seemingly invincible, but as a result of the measures necessary to curtail its spread. The COVID-19 pandemic is only comparable in history to the 1918 Influenza (Flu) caused by the H1N1 virus. Other previous pandemics include the 2003 severe acute respiratory syndrome (SARS-CoV), 2009 Flu (H1N1 virus), 2012 Middle East Respiratory Syndrome (MERS-CoV), and 2013 – 2016 Ebola virus. The two most common in the 21st century are both Flu and coronavirus pandemics.

Worthy of note is that the challenges of COVID-19 have equally left humanity with the opportunity to accept the “new normal” (total or targeted or phasic lockdown, ‘physical’ and/or ‘social’ distancing and handwashing) and “plan to forestall and prevent future pandemics”. Total lockdown prevented both local and international travels, sporting and related activities. The African football community has leveraged on the lessons learnt from COVID-19 pandemic to take a giant leap to develop a safety and security protocol for implementation during pandemics to ameliorate future antecedents. This pandemic is not the first- ever, neither is it likely to be the last in history. According to the WHO Director-General, Dr Tedros Adhanom Ghebreyesus, COVID-19 will not be the last pandemic. It then portends that no amount of investment for the safety and security of the football society in Africa can be too much. A protocol is needed to avert similar negative consequences as seen with COVID-19 in future pandemics.

II. Rationale

Safety and security are fundamental human rights, even in the face of pandemics. Pandemics are age-long in occurrence; through planning for emerging and re-emerging pandemics using the lenses of past pandemics, the toll pandemics take on football can be reduced to the barest minimum. Given the contact nature and spectator load of football activities in the entertainment industry, there is a need for future preparedness for pandemics affecting football operations and their eventualities in Africa for optimal health, safety and security of individuals and groups in the industry and their communities. There are gaps in existing CAF guidelines and protocols as they lack general applicability to safety and security during pandemics. They are narrowly defined and currently limited in coverage. For instance, the CAF guidelines cover safety and security in normal football operations while the COVID-19 protocol is restricted to COVID-19 pandemic only. The current document shall have general applicability for all pandemics, hence, the justification for developing the CAF Safety and Security Protocol for use during pandemics. Although this protocol is specific for pandemics, existing protocols which have been adopted for known/previous pandemics e.g. AFC Match Operations Protocol during COVID-19 pandemic (Link) will be consulted.



III. Mission

To develop, adopt and implement CAF Safety and Security Protocol in order to ensure seamless football operations during pandemics; ensure and maintain safety and security during football events; and achieve and sustain optimal well-being for all (players, officials, spectators and fans).

IV. Objectives

The development of the CAF protocol will serve to:

- provide necessary information to guide and direct football operations during pandemics
- enhance the attainment and sustainability of safety and security for all footballers, officials and fans during pandemics
- mitigate and minimize barriers to football activities during pandemics
- enable safe and secure football operations during pandemics
- strengthen football operations during pandemics

V. Strategies

The following strategies (**SOCCER**) will be required for the achievement of the outlined objectives:

- **Strong leadership:** will help to align individual or personal ambitions to the overall mission of CAF.
- **Oneness:** Unity and solidarity are fundamental values that will create the awareness of shared interests and objectives among members.
- **Compliance:** Unalloyed and uncompromising conformity with and adherence to the guidelines among members will enhance achievement of the set objectives.
- **Collaboration:** Teamwork among Individuals from different disciplines will contribute towards achieving set objectives.
- **Effective coordination system:** will help to promote mutual understanding and cooperation among individuals with different backgrounds, nations and tribes.
- **Responsible communication:** Efficiency will be achieved when goals are adequately and clearly communicated to motivate the team.

1. Legislation (applicable legislation in relation to the pandemic)

- World Health Organization Guidelines
- FIFA/CAF Guidelines
- Sports & Recreation act (Country Specific)
- Disaster Management Act (Country Specific)
- Other legislation or regulations introduced by ministry of health (Country Specific)
- Although international best practices are to be considered, it is imperative for Football



Associations, to seek and follow the guidance available from their own respective governments and public health authorities

2. Scenario Classification

a. Definition of Closed Match

- Match held with **no** spectator's present

b. Definition of Restricted Match

- Match held with a **limited, pre-determined** number of spectators present.
- The pre-determined number of spectators would be based on the guidance, guidelines, risk assessment and written approval of the local governmental and local health authorities respectively regarding physical distancing.

For the avoidance of doubt, CAF Safety and Security recommends that **all** matches, under the aegis of the CAF, during a pandemic, be **closed matches** to minimize the risk to all stakeholders.

3. Strategic planning

This section shall address the need for strategic planning by the host and also what to be done before a football match is played during a pandemic. It is important to state that the football association / host must take all necessary measures in line with the medical guidance approved by the host nation.

No strategic decision should be taken without recourse to the established medical guidelines of the host nation. Below are some of the strategic actions that can be taken under the present conditions.

a. Risk assessment

A risk assessment in relation to a restricted match, should consider all potential risks/threats that could be forthcoming in a pandemic situation, where spectators are allowed back into a stadium. In addition to the normal safety and security considerations, the below outlined elements, should be taken into account.

- WHO Guidelines on Pandemic Risk Assessment
- Current stage of the outbreak and known transmission dynamics
- National Legislation/Regulations
- Stadium Safe Capacity under Pandemic conditions
- Availability of suitable Health Facilities (Hospitals & Ambulances)
- Availability of adequately trained medical practitioners – equipped for Pandemic Operations
- Availability of PPE Equipment for Teams, Staff, Security Services & Spectators
- Profiling of opponents/visiting team
- Spectator Profile and expected spectator attendance
- Stadium Infrastructure – This refers to the seating dynamics of a stadium; does it offer numbered seating in order to implement social distancing seat allocations?
- Ticketing – is the ticketing system able and aligned to the social distancing seating



allocations in a stadium?

b. Match approvals

The hosting of a match or sporting event is generally considered and sanctioned by the police, either on a provincial, regional, or local level.

The intention is to “ensure” the physical wellbeing and safety of all persons attending the sporting event. The owner/organizer of the football match must apply to the applicable Police authority, for a risk categorization and approval of the match. The police will categorize the match as a “Low/Medium/High Risk”, depending on certain “dynamics” associated with the hosting of the match.

Apart from the usual security considerations, the below outlined aspects, could be considered in relation to a restricted match under Pandemic conditions.

- Event Health Risk Assessment (Current stage of the outbreak and known transmission dynamics)
- Stadium Safe Capacity under Pandemic conditions
- Stadium Safety Certification – Pandemic & Health Requirements
- Spectator Profile and expected spectator attendance
- Availability of Medical Facilities equipped to deal with Pandemic related health incidents. This can refer to temporary structures at a stadium and/or nearby hospitals
- Availability of Emergency Medical Services e.g Paramedics & Ambulances (With full PPE Protection)
- Mitigating measures implemented by the organizer
- Availability of Personal Protection Equipment
- Any legislative pandemic restrictions in relation to gatherings and travel

c. Coordination with authorities

The successful hosting of a restricted match will be determined by the effective coordination of all the relevant National & Local authorities, as well as all other security stakeholders. The responsibilities will have to be shared, but it must be done in an integrated and coordinated way. The list outlined below, include some of the most relevant security stakeholders.

- Police (All relevant departments)
- Traffic Police
- Fire Safety
- Emergency Medical Services
- Disaster Management
- Stadium Management
- Private Security/Stewards (If applicable)
- Civil Defense
- MA/Club Management
- Defense Force
- Department of Health (National & Local)
- Other Ad hoc entities
- Communication with stakeholders



It is important to state that the communication channel with stakeholders should be a two-way system whereby feedback from stakeholders can also be received to help in the overall planning process.

The host must ensure that they communicate with all relevant stakeholders on the plan and preparation for the match. Early communication to relevant stakeholders is important towards the successful delivery of safety and security operations for the match / competition. Below are examples of stakeholders that require effective communication:

1. Ministry of Health
2. National Centre for Disease Control
3. The Police
4. The Fire Service
5. The Traffic Authorities
6. The Supporters of the Club (this is important to sensitize the supporters on expected behaviour should it be permitted for supporters to access the stadium vice-versa)
7. Host Club/ Football Association
8. Ticketing Agency
9. Stadium Management
10. Hotel management
11. Airport management
12. All relevant security agencies that will be involved in the match/ competition

d. Local Permissions

Where and when necessary, all local permissions must be sort and gotten before the match/ competition should be allowed to take place. There is need for the host to ensure that the match is approved by relevant government health agencies and entities.

It is also important that the permission of all the relevant government institutions are gotten before the match is played in conformity with the existing laws and would be protocols that will be established during the period.

e. Monitoring, inspections, sanctions

The monitoring, inspection and sanctions is a fundamental structure that needs to be established by sport entities be it confederation or football associations or clubs there must be established a clearly defined monitoring mechanism that will ensure compliance to approved standards also there must be a team of inspectors to assess level of compliance and finally a clearly defined sanction for violators.

4. Roles & Responsibilities of key stakeholders

a. Additional staffing requirements

- The introduction of pandemic related security activities/functions, in addition to the already established event security functions, has extended the scope of the security services substantially and made the task of the security department more complex. The



mutual/joint commitment of minimizing the spread of a pandemic, puts an increased responsibility on each and every stakeholder. In order to fulfill this commitment, there will be definite requirement for the increase of the security compliment at the event.

- It is imperative that a roles and responsibility matrix is drawn up, delineating all of the various functions and responsibilities, associated with the pandemic and dedicated to each of the relevant stakeholders.
- The stakeholders should understand the full scope of their functions and responsibilities in terms of combatting the spread of the pandemic at the event. The enforcement of health protocols versus the normal security operations, should be fully understood and recognized by all stakeholders. Each of the stakeholders must sign a MOU, confirming their commitment to the functions as
- defined in the Roles & Responsibility matrix, contributing to a Safe and Secure match.

b. Additional activities for safety and security personnel

In addition to the well-known and established security functions at an event, the below outlined pandemic related functions could be dedicated to the security personnel.

- Visual Health Screening (In some countries, the Department of Health are now specifying that the health check and temperature screening, be done by a medically trained person, which might require additional training of staff)
- Temperature check (Temperature might have to be inserted on the stub of the ticket, the part that contains the name of the spectator, and retained by security)
- Sanitizing of hands
- Deployment at the last mile, pathways and concourse areas, to enforce social distancing
- Deployment at Food & Merchandise stands, to enforce social distancing in queueing
- Enforcing seating allocations, preventing spectators to migrate or cluster or group together during the match and/or during celebrations, compromising social distancing guidelines. Although security staff are usually deployed at vomitories and stairways, this task may demand extra staff deployments.
- Security personnel to deploy as "Pandemic spotters"

VI. Arrival / Departure and Transportation Protocols

a. Teams Arrival and Departure Protocol

It is essential that there is early communication with the visiting club or FA, in order to discuss the impact of the pandemic on their arrival and departure plans as well as:

- The current pandemic status and risk level, and government policy, pertaining to restrictions implemented, which may impact on international and domestic travel, accommodation, transportation and recreational activities.
- The relevant host country will determine the Pandemic health requirements, for entry into



the country. The current pandemic

- regulations and restrictions, with regard to health screening/testing before departure or quarantine on arrival, must be adhered to. These regulations may include proof of Polymerase Chain Reaction (PCR) testing done 48 hours before entry into the country, as issued by the relevant Ministry of Health, relevant to the specific host country at such time.
- The team delegation should make every effort to be arriving together on a flight. Provision should be made with the port authority, that the team is picked up on tarmac and transported to the dedicated hotel. This will eradicate any chance of disease transmission. If such an agreement cannot be reached, the airports company should be requested to provide dedicated access lanes, and fast-tracking of health checks and passport control at ports of entry. This will further minimize interaction with other passengers, decreasing the chances of the spread of the pandemic disease. The same arrangements should apply for personal luggage and team training equipment.
- Where possible, updated travel schedules should be obtained and communicated in advance with ports of entry.
- Team delegations should be received by the relevant MA representative, ensuring quick processing through passport control and luggage screening.
- From the airport, teams should be transported under Police protection and escort, directly to their relevant hotel. Team buses should be sanitized regularly, but at least 30minutes before collection of teams, as well as after drop-off of the team.
- On arrival at the hotel, all personal luggage and kit must be sanitized by the luggage master before hand over to individual team members and team management.
- The visiting teams home country will have specific health or pandemic protocols, that must be met by the team delegation, before return to their home country.

b. Transportation Protocols

Teams will arrive in a bus under police escort at the stadium, team drop-off area.

- This area should be cleared from any supporters and general staff; minimal security deployment is needed to verify accreditation and to ensure that no unauthorized persons gain access to the dressing rooms.
- Team members would have completed the health questionnaire prior to their departure from the team hotel.
- Team's will be required to comply with all Health and Safety Pandemic protocols
- Basic Pandemic health protocols must be always adhered to, therefore the basic screening and personal hygienic protocols must be followed, as outlined below.
- Temperature screening
- Respiratory hygiene (Wearing of a mask)
- Hand Sanitizing and/or washing of hands
- Maintaining Social & physical Distancing
- The same arrangements will apply for transportation back to the hotel, after the match.
- A sufficient number of posters must clearly be displayed in the team and competitions



area, reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing.

c. Match Officials' arrival and Departure Protocol

- It is essential that there is early communication between the FA and the relevant Match Officials, in order to discuss the impact of the pandemic on their arrival and departure plans as well as:
- The current pandemic status and risk level, and government policy, pertaining to restrictions implemented, which may impact on international and domestic travel, accommodation, transportation and recreational activities.
- The relevant host country will determine the Pandemic health requirements, for entry into the country. The current pandemic regulations and restrictions, with regard to health screening/testing before departure or quarantine on arrival, must be adhered to. These regulations may include proof of Polymerase Chain Reaction (PCR) testing done 48 hours before entry into the country, as issued by the relevant Ministry of Health, relevant to the specific host country at such time.
- An effort must be made to ensure that all Match Officials arrive on the same flight, but this is not always possible. Provision should be made with the port authority, for the officials to be picked up on tarmac and transported directly to their dedicated hotel. This will eradicate any chance of disease transmission. If such an agreement cannot be reached, the airports company should be requested to provide dedicated access lanes, and fast-tracking of health checks and passport control at ports of entry. This will further minimize interaction with other passengers, decreasing the chances of the spread of the pandemic disease. The same arrangements should apply for personal luggage and training equipment.
- Where possible, updated travel schedules should be obtained and communicated in advance with ports of entry.
- The officials should be received by the relevant MA representative, ensuring quick processing through passport control and luggage screening.
- From the airport, Match Officials should be transported under Police protection and escort, directly to their relevant hotel. Team officials transport should be sanitized regularly, but at least 30minutes before collection of the officials, as well as after drop-off of the team officials.
- On arrival at the hotel, all personal luggage and training kit must be sanitized before hand over to the officials.
- The Match Officials' respective home countries will have specific health or pandemic protocols, that must be met by them, before return to their home country.

d. Transportation Protocols

- Match Officials will arrive per bus under police escort at the stadium's official drop-off area.
- This area should be clean from any supporters and staff, but a minimal deployment of security is needed to verify accreditation and to ensure that no unauthorized persons gain access into the competitions area.
- Match officials would have completed the health questionnaire prior to their departure from their hotel.
- Match Officials will be required to comply with all Health and Safety Pandemic protocols



- Basic Pandemic health protocols must be adhered to at all times, therefore the basic screening and personal hygienic protocols must be followed, as outlined below.
- Temperature screening
- Respiratory hygiene (Wearing of a mask)
- Hand Sanitising and/or Washing of hands
- Maintaining Social & physical Distancing
- The same applies for departures from the stadium.
- A sufficient number of posters must clearly be displayed in the team and competitions area, reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing.

e. VIP Arrival and Departure Protocols

- Timely communication with Domestic and International VIP's in order to discuss the impact of the pandemic on their arrival and departure plans as well as:
- The current pandemic status and risk level, and government policy, pertaining to restrictions implemented, which may impact on international and domestic travel, accommodation, transportation, and recreational activities.
- The relevant host country, will determine the Pandemic health requirements, for entry into the country. The current pandemic regulations and restrictions, with regard to health screening/testing before departure or quarantine on arrival, must be adhered to. These regulations may include proof of Polymerase Chain Reaction (PCR) testing done 48 hours before entry into the country, as issued by the relevant Ministry of Health, relevant to the specific host country at such time.
- Although VIP's arriving in a country, could arrive at different time frames, special arrangements should be made as far as possible providing dedicated access lanes, fast-tracking of health checks and passport control at ports of entry. This will further minimize interaction with other passengers, decreasing the chances of the spread of the pandemic disease.
- Where possible, travel schedules should be obtained and communicated with ports of entry timeously.
- VIP's should be received by the relevant MA if applicable, ensuring quick processing through passport control and luggage screening.
- VIP's should primarily be accommodated in one specific hotel, in order to enhance health control measures, but this might not be possible, due to personal preferences. VIP's should however be advised or guided by the MA, with regard to preferred hotels and places of accommodation, which had been pre-screened for conforming to the Pandemic Health Protocols.
- Local VIP's may choose not to stay in VIP hotels, arriving from their places of residence, in their own vehicles.
- International VIP's' respective home countries, will have specific health or pandemic protocols, that must be met by them, before return to their home country.

f. Stadium arrivals & departures



- The number of VIP's who will be accommodated at a match, will be determined by the Safe Capacity of that stadium, under pandemic conditions, also taking into consideration the size of VIP lounge and VIP seating configuration.
- As far as possible, VIP access, should be limited to one gate/entrance.
- All attending VIP's, should be requested to register and complete an individual Pandemic Health Questionnaire, if not done so at hotel already.
- VIP's will be required to comply with all Health and Safety Pandemic protocols
- A sufficient number of posters must clearly be displayed along the VIP walkway, reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing.
- VIP's should generally not be expected to undergo an official Pandemic health test (PCR) prior to the match, however if such VIP's are to be sharing a lounge with VVIPs e.g. the Head of State, such official testing might be a prerequisite. This requirement, if applicable, must be communicated with the VIP's in good time.
- Basic Pandemic health protocols must be adhered to at all times, therefor the basic screening and personal hygienic protocols must be followed, as outlined below.
 - Temperature screening
 - Respiratory hygiene (Wearing of a mask)
 - Hand Sanitising and/or Washing of hands
 - Maintaining Social & physical Distancing

3. Transport Protocol for VIP's

- VIP's should primarily be transported by bus, from a dedicated VIP hotel. This will enhance control measures, and allow for pre-screening to be conducted, alleviating long queue's at the VIP entrance gate. This however might be impractical to accomplish, as VIP's might choose to stay at different hotels and local VIP's could arrive in their own vehicles, at different times and from their own places of residence's
- Busses utilized must be cleaned/sanitized before and after transportation of the VIP's



□ Organized Supporters Group Arrival and Departure Protocols

- Make early contact with Domestic and International Organised Supporter groups to discuss the impact of the pandemic on their arrival and departure plans as well as:
 - The current pandemic status and risk level, as well as government policy, pertaining to restrictions implemented, which may impact on international and domestic travel, accommodation, transportation and recreational activities.
- The relevant host country, will determine the Pandemic health requirements, for entry into the country. The current pandemic regulations and restrictions, with regard to health screening/testing before departure or quarantine on arrival, must be adhered to. These regulations may include proof of Polymerase Chain Reaction (PCR) testing done 48 hours before entry into the country, as issued by the relevant Ministry of Health, relevant to the specific host country at such time.
- Every effort must be made for organized Supporter Groups to arrive together on scheduled flight(s), which will assist in providing dedicated access lanes, fast- tracking of health checks and passport control at ports of entry. This will further minimize interaction with other passengers, decreasing the chances of the spread of the pandemic disease.
- The organized Supporter Groups should be advised or guided by the MA, with regard to preferred hotels and places of accommodation, which had been pre- screened for conforming to the Pandemic Health Protocols.
- The country of origin will have specific health or pandemic protocols, that must be met by the relevant Organized Supporter Groups, before return to their respective countries.
- Stadium arrivals & departures (organized Supporter Groups)
 - Organized Supporter Groups should be encouraged register and complete the relevant individual Pandemic Health Questionnaires, in advance of arriving at the stadium. This should ideally be coordinated by the group's representative.
 - It would be ideal for each group, to have dedicated bus transportation, from and to their respective hotels. This will enhance control measures, and limit exposure and transmission from other spectators, traveling in public transport.
 - Supporter groups will be required to comply with all Health and Safety Pandemic protocols
 - A sufficient number of posters must clearly be displayed along the spectator walkways, reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing.
 - Basic Pandemic health protocols must be adhered to at all times, therefor the basic screening and personal hygienic protocols must be followed, as outlined below.

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- Temperature screening
- Respiratory hygiene (Wearing of a mask)
- Hand Sanitizing and/or Washing of hands
- Maintaining Social & physical Distancing. This is specifically relevant to organized supporter groups, who might have purchased block seats in a specific area of the stadium. Although they would be seated in a common area of the stadium, adherence to social distancing and occupying the demarcated seats, is critically important.

- Public Transportation Protocol (Hubs/Parking etc.)
 - The transportation hub at a stadium, being Bus/Taxi Terminus, Train Stations, and other points of arrival at a stadium, generally have an influx of a large number of fans from different communities across a country and even different parts of the world. It is impossible to know their health status.
 - In controlling the outbreak or spread of the pandemic, it becomes critically important to the below outlined measures:
 - Limit the access lanes through the arrival terminus – in places where there are no existing lanes, an effort should be made to create lanes by temporary fencing etc. Limiting the access lanes, will enhance control measures.
 - Routine and frequent cleaning of high-volume touch areas such as Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.)
 - All persons (fans & staff) are required to wear a self-provided cloth mask, medical mask, or face covering that securely covers their mouth and nose at all times inside a stadium, except when eating and/or drinking.
 - On arrival, all spectators should undergo a health/temperature check. This is done by means of a visual Check and Temperature Screening.
 - At this point, both hands of each of the spectators should be sanitized. This could be done by means of physical spraying of the hands by a staff member or self-sanitizing of the hands at a stand-alone sanitizing station. It is advised that the sanitizing liquid, contain a minimum concentration of 70% alcohol.
 - At least 20 minutes before final whistle, security should be re-deployed at transportation hubs, to assist with spectator flow from the stadium, enforcing social distancing guidelines, as far as possible.
 - Frequent Public announcements should be made w.r.t physical distancing, respiratory and hand hygiene.

 - **Parking** – Parking demands should be minimal due to the limited number of spectators. The below outlined measures to be implemented:
 - The demarcated parking areas, to open 3 hours prior to kick-off time.



- No tailgating will be permitted
- Guests will be required to show their parking pass to the attendant on arrival – no touch protocol applicable
- Guests and parking attendants, will be required to wear face masks
- Guests should be directed to the nearest entry gate, where the relevant health checks and sanitizing will be done
- At least 20 minutes before final whistle, security should be re-deployed on the walkway to parking areas, enforcing social distancing guidelines, as far as possible.
- Parking attendants should assist guests with regulating traffic flow, for efficient and speedy clearing of parking areas

4. Hotel Protocol

Hotel Safety Certificate

- Hotels must follow the Health and Safety Regulations as prescribed by the Occupational Health and Safety act applicable in that country. To this end, hotels are required to comply with a wide range of standards, including the provision of hazardous communication training and personal protective equipment.
- Apart from the Hotel Safety Certification by Fire Safety, the Local department of health will issue a Health safety Certification, once a hotel meet all of the pandemic health requirements.

Hotel Considerations \Restricted and Normal

• Restricted (Dedicated hotel)

- Teams should be accommodated in a team floor setting
- There should be a single room occupancy policy
- Meals should be served in the rooms – food to be placed outside on servers with no contact with the waiters.
- There should be no interactions between different teams' players, support staff, media, and/or officials at the hotel
- There should be no loitering in common spaces (lounges/meeting rooms) within the hotel grounds/facilities
- Dedicated rooms for meetings – only essential staff at meeting
- Very Strict access control into the hotel. Only accredited persons who had met all of the screening and health protocol requirements, could be allowed on the condition that the access had been pre-approved and access will not compromise the safety of the teams and officials.
- Routine and frequent cleaning of high-volume touch areas such as Elevator

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buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.)

- In order to limited the chances of transmission, rooms should be cleaned when players are away for training. Toiletries should be change then too.
 - All hotel staff to provide proof of Polymerase Chain Reaction (PCR) testing done 48 hours before team arrivals. All hotel staff to be accommodated at the hotel from the time of PCR testing and thereafter for the duration of the event, with no physical contact with external persons.
 - There should be daily temperature/health screening for all occupants of the hotel, including staff.
 - All staff and personnel (including players) must wear masks when in hotel general areas e.g. reception, etc.).
 - All persons (including players) must conduct themselves in the appropriate manner regarding physical distancing, respiratory and hand hygiene.
 - All staff and personnel (including players) must sanitize their hands on arrival at and departure from the hotel. Sanitizing stations should be set up on strategic positions i.e. hotel reception, access to team floors, meeting rooms etc.
 - A Hotel Venue Operations Centre (VOC) should coordinate the activities of all the relevant stakeholders. The Hotel VOC will be the primary link to Public Security in relation to Team and Officials movements and Convoy Escort and protection services etc.
-
- Normal (Hotel shared with hotel guests)**
 - Teams should be accommodated in a team floor setting
 - There should be a single room occupancy policy
 - Meals should be served in the rooms – food to be placed outside on servers with no contact with the waiters.
 - There should be no interactions between different teams’ players, support staff, media, officials and other at the hotel
 - It is imperative that teams remain in the appointed room and floor allocation. There should be no loitering in common spaces (lounges/meeting rooms) within the hotel grounds/facilities
 - As the hotel is shared with public, access control into all team areas must be strictly controlled.
 - The elevator access control system should be programmed so that a user’s card only works on specific floors, which will stop an unauthorized person (hotel guests, media etc.), from gaining access to restricted floors. Under no circumstances should visitors be allowed onto these restricted floors. Replacement access cards should only be issued with written permission by the Team Manager.

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No duplicate cards to be issued for player's and official's accommodation rooms.

- Emergency Evacuation doors leading to the restricted floors, should not be accessible from the stairways.
- Dedicated rooms for meetings – only essential staff at meeting
- Routine and frequent cleaning of high-volume touch areas such as Elevator buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.)
- Under "normal' conditions, hotel staff would not be dedicated to teams only but also deal with other hotel guests. It will thus be crucial that there is no interaction with team members by hotel staff.
- There should be daily temperature/health screening for all occupants of the hotel, including hotel guests and staff.
- All hotel guests, staff and personnel (including players) must wear masks when in hotel general areas e.g. reception, etc.).
- If at all possible, teams should have a dedicated access route to and from the team bus. If this is not possible, the walkway and reception lobby, should be cleared from public at the time of team movements.
- All persons (including players) must conduct themselves in the appropriate manner regarding physical distancing, respiratory and hand hygiene.
- All hotel guests, staff and personnel (including players) must sanitize their hands on arrival at and departure from the hotel. Sanitizing stations should be set up on strategic positions i.e., hotel reception, access to team floors, meeting rooms etc.
- A Hotel Venue Operations Centre (VOC) should coordinate the activities of all the relevant stakeholders/role players. The Hotel VOC will be the primary link to Public Security in relation to Team & Officials movements and Convoy Escort & protection services etc.

5. Training Site Protocols

Training Site Certification

- A general safety certification of a sport ground (training facility), will contain requirements over all areas for which the ground management, has direct or indirect control.
- This safety certificate for the training site, will require an amendment to reflect the additional conditions for the certificate holder, to comply with Governments and sport's governing bodies' protocols in relation to a prevailing pandemic's



biosecurity.

Training Site Considerations \ Restricted and Normal

- Restricted – Exclusive Use. During exclusive use, the below outlined aspects need to be considered:
 - Is the facility secured by means of a wall or fence?
 - Is access control practiced at this site?
 - Are there any other entities operating on the site?
 - Will media be allowed for a limited time?
 - Well ventilated and clean changerooms; changerooms should be cleaned while players are busy with training.
 - Sanitizing stations available?
 - Routine and frequent cleaning of high-volume touch areas such as Elevator buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.)
 - Verification of accreditation
 - Is pandemic isolation rooms available?

- Normal – Under “normal” conditions, spectators may be allowed to attend, but the following aspects need to be considered:
 - Safe Capacity of the training ground under pandemic conditions – only a very limited number of fans to be allowed.
 - Is the facility encamped by a wall or fence?
 - Width of Circulation routes and stairways, other walkways
 - How many access gates at the training ground
 - Are the seats numbered, which is a definite requirement in order to maintain social distancing amongst spectators. Under normal conditions, tickets for training grounds does not cater for reserved seating; in other words, free seating, but under pandemic conditions numbering of seats will be a prerequisite.
 - Well ventilated and clean changerooms; changerooms should be cleaned while players are busy with training.
 - Ablution facilities in good working order
 - Sanitizing stations available?
 - Routine and frequent cleaning of high-volume touch areas such as Elevator buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.)



- Ease of access for mobility impaired
 - Secure player drop-off and pick-up area. Area must be totally cleared from any fans and staff, except security.
 - A sufficient number of posters, specifically reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing, must clearly be displayed along the spectator walkways and at points of entry.
- Status of inhouse stewarding company in managing the spectator flow, without compromising social distancing requirements.
-
- Recommendations for Official Training.
 - Is it open or closed training?
 - If open training, then tickets will have to be utilized, even if it is fee access.
 - Spectators to complete the health questionnaire on receipt of ticket.
 - Are the media allowed?
 - All persons must conduct themselves in an appropriate manner regarding social distancing and avoid acting in a way that might risk the health of fellow spectators and staff.
 - Is the training ground shared with a club or other sporting discipline?

6. Stadium Protocol

Recommendations for Consideration:

- Stadium Safety Certification in terms of Pandemic Conditions
 - Every stadium that must be used **must** provide a Stadium Safety Certificate to CAF;
 - Safety Certificate must not be more than 12 months from date of the match(es);
 - Safety Certificate **must**, at a minimum, confirm that the stadium has met **all** safety, security and health conditions for hosting the specified football match(es);
 - Includes written confirmation of sanitizing of the entire stadium and associated areas (e.g. Broadcast compound) by health authorities and details completion of all other specific measures to mitigate the general and specific risks associated with the pandemic;
 - Safety Certification terms and conditions must reflect the relatively lower numbers of people permitted within the stadium in line with either “no spectators” or specifies the “restricted number of spectators.” This would be particularly in the areas of staffing levels for stewards and medical teams, originally set in the certificate on the assumption of allowing entry to viewing spectators.



□ Stadium Zoning

- The configuration of each zone shall be the responsibility of the host association or designated match organizer.
- Layout of the stadium, operational requirements and the ability to establish and maintain strict access control access to each zone will determine the zoning to be implemented.
- One-way circulation systems for the movement of people and vehicles should be established, as much as practically possible and maintained inside and outside the stadium.
- To reduce physical interaction between different groups of those attending (e.g., teams, officials, stadium personnel, broadcast etc.) and reduce the risk of transmission, the zoning, access control and accreditation systems **must** be clearly established and strictly enforced.
- Access control checks **must** be diligently carried out on the outside of each access control point of all zones to reduce the possibility of contact between the different groups of those at the stadium.
- Clear informational and directional signage and accreditation control boards must be prominently displayed to delineate zones and identify open, closed and restricted areas respectively.
- Zoning is required on all days/occasions when teams and/or match officials are on-site, typically on MD-1 and MD.
- Host Association or match organizer should plan to keep to a minimum the number of people allowed in each zone, in keeping with specifications for safe capacity.
- The number of access devices distributed, both in total and per zone, must not exceed the maximum safe capacities allowed or group quotas allocated.
- An effective capacity control/counting system (analogue or digital) should be put in place to determine the number of individuals within each zone at any point in time, if so, required by the local competent authorities.

Recommended Stadium Zones to be adopted in Pandemic conditions:

No	Zones	Recommended Areas (including but not limited to)
1	Zone 1 (Green)	<ul style="list-style-type: none"> • Field of Play • Inner Field perimeter and surroundings • Service tunnel/pitch area access • Storage facilities and equipment for ground-staff and stadium maintenance • LED boards and LED Board operator positions, If permitted: • Photo positions: (overflow positions on touchlines utilized to increase physical space available for distancing); • Manned camera positions • Flash Interview area if permitted;



No	Zones	Recommended Areas (including but not limited to)
2	Zone 2 (Amber)	<ul style="list-style-type: none"> • Team Arrival and Departure areas • Competition Areas i.e dressing rooms, offices etc. • Teams and Match officials' access tunnel(s) to field of play • Doping Control Room(s) • Team medical room(s) • Team benches and Technical Areas (field of play) • Fourth Official position • Referee Video Review Area • Stretcher bearer and external medical field of play positions • Warm up areas (internal and external)
3	Zone 3 (Blue)	<ul style="list-style-type: none"> • Stands • Media Area including Media Tribune, where permitted • Commentary positions • Camera Positions • Press Conference Room, if permitted • Stadium Operation Areas i.e Control Room etc.
4	Zone 4 (Red)	<ul style="list-style-type: none"> • TV Broadcast Compound / Broadcast areas • Stadium outside perimeters and areas (including but not limited to allocated, access controlled parking areas) • All other areas requiring access control (accreditation or ticket)

(Insert graphic of stadium showing example of zoning – **this text to be removed**)

□ **Set up of Venue Operation Center\Command and Control Point**

- There must be an integrated command and control structure between Safety, Security, Governmental and Health representatives for the match which ensures that:
 - the implementation of preventive and protective measures is carried out in an efficient and coordinated manner;
 - pertinent policies are established and implemented.
 - all the workplace elements to assess hazards and risks are considered.
 - safety and security management and workers are involved in the process at their level of responsibility.



- Expert advice and guidelines regarding physical distancing, health and safety protocols must be followed.



- Adequate supplies of Sanitizers (for hand and cleaning surfaces / equipment etc.), masks and disposable gloves must be provided in the VOR.
- All personnel shall wear a mask and use disposable gloves in the VOR.
- Masks and gloves must be properly disposed of when the person leaves the VOR.
- Equipment (including headsets, radios, keyboards) must be sanitized between different users and sanitizing shall be carried out as recommended by local health authorities.
- As much as possible, information should be shared electronically or transmitted electronically.
- If this is not possible:
 - Documentation should be handled by as few individuals as possible, without physical contact and maintaining a strict distance.
 - Laminated documents (e.g., maps, CCTV density map diagrams, evacuation plans, steward deployment plans etc.) may be utilized if regularly sanitized, handled only with disposable gloves or positioned so as to eliminate the need to handling, all to reduce risk of transmission by fomite/surface contact.

□ Determining Safe Capacity for Restricted Match

- Maximum safe capacity for a restricted match is critical to ensuring the stadium complies with local government and health authorities' pandemic health, safety and security protocols particularly regarding physical distancing.
- Venue management team **must** continually assess the safe capacity to ensure compliance with physical distancing guidelines.
- All variables impacting on determining safe capacity – entry, holding, exit, emergency exit capacities respectively must be assessed in pandemic context.
- For Holding capacity - consideration must be given to the assessment of the physical condition (P Factor) and quality of safety management (S Factor);
- Seat allocation for single, pairs and/or groups of same households etc. will impact safe capacity and must be reviewed on match-by-match basis based on actual experiences gained and risk assessment for the particular match.
- Must consider all persons who will be present in the stadium, including but not limited to:
 - Stadium maintenance and ground staff
 - Cleaning staff
 - Safety, security and medical providers
 - Teams, match officials
 - Media & broadcast personnel
 - Pre-determined number of spectators



- Event management staff

□ Recommendations for First Mile and Last Mile

- All persons must conduct themselves in an appropriate manner regarding social distancing and avoid acting in a way that might risk the health of fellow spectators and staff. Stadium Code of Conduct posters, which include the above statement, must be displayed visibly, along the last mile and at all points of entry.
- A sufficient number of posters, specifically reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing, must clearly be displayed along the spectator walkways and at points of entry.
- All persons (fans & staff) are required to wear a cloth mask, medical mask, or face covering that securely covers their mouth and nose at all times, except when eating and/or drinking. The only exclusion, could be that some disabled persons may not be able to follow social distancing and safety measures, including the wearing of masks or other face coverings
- No food & beverages stands (static or mobile) should be allowed along the way to the stadium, in order to avoid any unnecessary interaction
- Health Ambassadors to be deployed along the route, reinforcing physical distancing, respiratory and hand hygiene. Messages can be broadcasted by means of mobile public address systems, providing spectators with valuable information regarding the health protocols applicable at the stadium. Messages should however be structured in such a way that it boosts spectator confidence and contribute to the overall excitement of the match day
- Medical tents could be placed strategically along the route, for early health and temperature checking, and assist with any random medical conditions experienced by spectators – this will reinforce spectator confidence. At this point, spectators should further be afforded the opportunity, to do early sanitizing of hands.
- The walkways from and to the various transportation modes and parking areas, could be equipped with frequent sanitizing stations. Sanitizing stations should be spread out strategically, to avoid unnecessary queuing.



□ Recommendation for Entry Points \Gates

- This section does not relate to security search & screening at gates/entry points, but rather the best way possible to ensure that health protocols are being adhered to, in relation to spectators queueing to enter the stadium.
 - Although temporary fencing is generally utilized to create lanes for spectators to queue in front of entry gates, the layout should be re-configured in order to add the dynamics of safe social distancing between spectators.
 - Create adequate queue's by means of temporary fencing. Each individual lane should be a minimum of 800mm in width, with a buffer zone of a minimum of 2 metres in between adjacent lanes. The number of lanes and the length of the lanes will be determined by means of a crowd flow and space analysis.
 - Safe Distance Floor Makers should be applied within each lane, with intervals of least 2 metres apart. The floor markers should be reinforced by posters, advising spectators to adhere to social distancing guidelines, by standing 2 meters behind each other.
 - Expertise obtained from Representatives from local authorities e.g Fire Safety and Health Department, can make a valuable contribution w.r.t the safe and effective configuration of social distancing barriers & fencing.
 - Posters displaying Spectator Conduct, to be displayed visibly at all ingress gates.
 - Sanitizing stations to be positioned by entry into lanes
 - Medical/"Cooldown" tent – persons who were exposed to the sun for an extended period of time while walking or queueing, might 'fail' the temperature screening test by registering a temperature reading in excess of 37.5 or 38 degrees Celsius, not because they are sick but due to exposure to the sun. Such persons who question the reading, should be allowed to "cool down" in this tent, whereafter a subsequent temperature screening be done.
 - Isolation facility/tent – This should be a room/tent, staffed by a medical team in full PPE, to deal with all confirmed PUI's. Isolation protocols to be activated by the medical team.



- **Recommendation for Circulation** (The information hereunder w.r.t. circulation & spectator flow, is based on the guidelines as per SGSA SG02-Planning-for-Social-Distancing-at-Sportsgrounds)
 - Circulation routes provide the means for all people present on an event day to move in and out, and around the ground, under both normal and emergency conditions.
 - In maintaining a safe social distancing in terms of spectator flow or circulation, it will be important to monitor, analyse and adjust the circulation routes on a match-by-match basis.
 - Consideration should be given to circulation routes, starting from the outer perimeter, along the gangways, radial stairways, concourse level and right up to the stadium seating – in relation to ingress and egress.
 - In any part of the circulation system where two-way flow is to be provided, it might be necessary to delineate or even separate the circulation channels by utilizing one or more of the following control measures or elements;
 - floor markings
 - barriers, railings or even, where appropriate, full height partitions
 - prominent signage, illuminated where necessary
 - stewards stationed in strategic positions that allow them to separate crowds yet at the same time avoid breaches of social distancing
 - targeted public address announcements
 - closed circuit television monitoring.
 - Social Distancing during two-way flow is only possible at any point in time, if the pathways/gangways are wide enough. Brush-past must be avoided at all cost.
 - Where the width of stairways and gangways is insufficient, management should:
 - Confirm the flow to one direction only
 - Switch the flow to the opposite direction only at specified times for example.
 - Maintaining flow upwards during ingress and downwards during egress
 - It might be necessary for management to switch the direction flow on stairways and radial gangways on an on-demand basis
 - Managing directional flow, is of particular importance in managing vertical flow
 - Inform ticket holders to not move around unnecessarily, however this might be difficult for people with health problems
 - Inform ticket holders that movement in and out of the viewing accommodation, will only be permitted between certain times during the event
 - Switching directional flow can be achieved by the deployment of a larger



contingent of stewards strategically at stairways and gangways, assisting with the directional movement of spectators in line with the adjusted circulation plan.

- One should not overlook the integration of mobility impaired individuals into the overall circulation plan.
- In addressing circulation and/or social distancing in concourse areas, queueing arrangements can be re-configured for catering and retail outlets, amenities etc.
- Where necessary, the removal of kiosks, tables or display material, can enlarge the available floor space.
- As far as possible and without breaching fire regulations and/or security, keeping doors open in order to maintain free flow and avoid the need for touching surfaces.
- Should the management decide to go to the extreme of closing catering and retail outlets, in order to maintain social distancing, consideration should be given to altering the prohibited or restricted items list, by allowing spectators to bringing in food and drink into the stadium.
- A more tactical approach, if the nature of the event allows, is to allocate access to the concourse, or to particular amenities within the concourse, according to specified time slots for different sections of the viewing accommodation. This method will however require detailed planning and communication and will also require stewards on the concourse to make sure spectators do not remain beyond their allocated time slot. Whichever of the above control measures are to be put in place, it is essential that ticket holders in the areas affected be informed in advance so that they can plan accordingly.
- At grounds where concourses are divided to segregate rival groups of spectators, management should ensure that any measures introduced to facilitate social distancing do not result in either group of spectators losing access to basic amenities.
- In conclusion, it is important to note that all and any measures implemented to maintain social distancing, **MUST** be reinforced with appropriate visible directional and informative signage.

Improve Sanitary Conditions

- Highly visible posters that remind attendees to practice respiratory etiquette and hand hygiene must be displayed at strategic locations.
- Provide designated hand washing stations
- Provide hand sanitizers at entrances
- In addition to regular cleaning protocols, common areas, public toilets and showering facilities as well as commonly touched surfaces and shared equipment (such as doorknobs, handrails, light switches, tables, equipment and handles) must be frequently cleaned and sanitized.

□ Concourse Factors

Concourse areas are known to be the place where fans congregate or get together to share their opinions about the first 45 minutes of play and their expectations for the 2nd half of the match. In the tactical deployment plan,



consideration should specifically be given to:

- Safe Social Distance Floor Markers should be applied at all potential queueing areas, with intervals of least 2 meters apart. The floor markers should be reinforced by posters, advising spectators to adhere to social distancing guidelines, by standing 2 meters behind each other.
 - Queueing at Food concessions, with possible breaching of social distancing protocols
 - Queueing at Ablution facilities, with possible breaching of social distancing protocols
 - Clustering of spectators
 - Persons not wearing face masks
 - Strategically placed sanitizing stations
 - Routine and frequent cleaning of high-volume touch areas such as Elevator buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces etc.

Tactical Deployment Plan (Stewards Plan)

- In addition to the well- established security tactical deployment plan, there will be additional security functions at an event, which is elaborated under the heading Roles & Responsibilities of Key Stakeholders, sub-heading “Additional activities for safety and security personnel”.
- The implication of these additional functions on the security sector, is quite substantial as it requires the acquirement of additional staff and safety equipment.
- In some critical areas where the safety of security staff is a concern, it might be necessary for two or more security persons to be deployed together and to work in close proximity of each other, obliged to breach social distancing protocols. In cases like this, mitigating measures must be considered, which by implication means that these affected security staff, be utilizing the full Personal Protection Equipment. Management must consider the fact that working in full PPE, are tiring especially when they are exposed to direct sun or very warm conditions - in this scenario, provision should be made for such members to be relieved and/or rotated on a frequent basis.
- There are several other implications for the security/stewards’ functional areas, during a pandemic situation, as outlined below:
 - Security/Stewards must be provided with the prescribed Personal Protection Equipment. Under no circumstances should security/stewards be requested to provide their own Personal Protection Equipment. List of basic PPE outlined below:
 - Face Shield
 - Face Mask
 - Personal Sanitizer



- Gloves (Optional)
- In the event that security/stewards are obliged to breach social distancing protocols, i.e physical search or pat-down of a spectator with suspected prohibited and/or dangerous substances or weapons, the security/stewards will be expected to be in full Personal Protection Uniform. List of full PPE outlined below:
 - Face Shield
 - Face Mask
 - Coverall
 - Gloves
 - Plastic Apron
 - Disposable Shoe Protection
 - Personal sanitizer

- **Event Safety & Security Plan**
 - The event safety and security plan, which is an overarching plan, incorporating all of the different safety and security related plans pertaining to all relevant event venues, must be fully aligned to and compliant with current regulations, legislation, guidelines by the relevant associations and governments, pertaining to a prevailing pandemic.

- **Match Day Safety & Security Plan**
 - Venue Management is responsible for all people in the stadium during a football match.
 - The safety and security management team for matches should include such representative specialists with expertise in the pandemic dynamics together with local health authorities whose addition strengthens the planning and implementation of safety and security.
 - Event / Match Day Safety and Security Plans must be dynamic and reviewed continually during pandemic conditions.
 - Consideration for how the safety and security plans will be compiled, reviewed, retrieved, and shared electronically to control access to the plans and minimize infection transmission by contact with materials.

 - The Match Day safety and security operational plan for match operations at the stadium should include, but not be limited to:



- Code of conduct/stadium regulations and the details of sanctions in place for breaches of health, safety and security protocol (e.g. removal/exclusion of individuals from the stadium);
- Preparing for worst-case scenarios must be addressed within a facility's safety and security operational plan

- Details of all constituent groups and group quotas that will attend the match.
- Details of processes and activities where physical distancing cannot be easily maintained with the control measures put in place (e.g., closed spaces used by football technology, media, broadcasting professionals, etc.); Measures to mitigate risks associated with transmission e.g sanitizing, wearing of masks etc.;
- Details of all vendors and/or catering activities and applicable measures.

- Measures agreed with the public services, such as police, fire and ambulance providers.

- Map of the stadium defining all areas/zones, routes, and access/exit points.

- The maximum safe capacity and layout for each room/area/zone within the stadium to allow physical distancing to be maintained.

- Information on the management, movement and scheduling of constituent groups and their vehicles to allow physical distancing to be maintained, wherever possible, for example: one-way flow systems for people and vehicles, measures implemented to reduce crossover of people flows, dividing the stadium into sectors, etc.
- A broadcast and media management plan with scheduled activities, timings, and restrictions.
- Personal/material/vehicle screening process and details of the accreditation system defining access control for the stadium and its zones.

- Measures to ensure that plans do not conflict with the stadium's existing security, contingency plans and fire regulations.

- A transport plan addressing travel to and from the stadium for constituent groups.
- Details of parking arrangements.

- A communications and signage plan to support the implementation of these protocols.

- Arrangements to ensure that there is an uninterrupted supply of personal and hand- hygiene equipment and consumables at the stadium.
- Measures to ensure that all areas of the stadium are cleaned to the standard defined by local public health authorities.



- Based on consultation with the relevant local, safety and security authorities and stakeholders, existing Event / Match Day Safety and Security Plans must be amended to reflect specific pandemic protocols including but not limited to the following:
 - All Risk Assessments
 - Risks arising from the pandemic and mitigating steps
 - Event Management Plan
 - Event Safety Policy
 - Co-ordination plans for Zone Ex (the External Zone, also referred to as the 'Last Mile')
 - Communications Plan
 - Crisis Management Plan
 - Counter Terrorism Plan
 - Evacuation Plan
 - Fire Safety Plan
 - Medical Plan
 - Stewarding Plan
 - Outside broadcast facilities within ground or secured external compound/perimeter

- Stadium Safe Capacity – under pandemic conditions
 - Host Association and/or match organizer **must** ensure the risk assessment of the match is done using both the WHO and FIFA tools for risk analysis:
 - WHO - <https://www.who.int/publications/i/item/10665-333187>
 - FIFA - <https://resources.fifa.com/image/upload/covid-19-football-ra-060520a-final-hsp.xlsx?cloudid=raw/upload/gasm901hqp2n0zj4mtr.xlsx>
 - Must consider all persons who will be present in the stadium including but not limited to:
 - Teams, match officials
 - Event management staff
 - Stadium maintenance and ground staff
 - Cleaning staff
 - Safety, security and medical personnel
 - Media & broadcast personnel

- Access Management – re-design to accommodate maximum number of fans during last 30minutes, with health checks in place (increase gates)
 - Access Management is elaborated upon under the heading “Access Control Search & Screening Equipment & Operations, however it is critically important to design access



through the Gates in such a way as to ensure that spectator flow is not compromised, especially in relation to last minute arrivals at stadiums.



- In addition to the gate configuration during normal matches, provision must be made to accommodate a large number of spectators during the last 30 minutes before kick-off, taking into consideration that Pandemic Health Protocols, must be integrated into the overall access management process, which has the potential of delaying the process substantially.
- Expertise should be drawn from representatives of local authorities e.g Fire Safety and Health Department etc, who can make a valuable contribution in relation to the flow design, whilst adhering to Pandemic Health Protocols.

□ Search measures

- Search measures to be informed by risk assessment and applicable guidelines of relevant local authorities to mitigate infection transmission.
- Signage and public education (via ticketing, physical, contactless media, informational stands, volunteers) to inform and prepare all attendees for the search measures to be implemented.
- All persons entering or in the search point area must wear face masks which cover both the nose and mouth simultaneously.
- All security personnel must facemasks and disposable gloves; gloves changed after each instance requiring physical interaction.
- Contactless, visual search – all entrants do self, manual pat-downs using back of the hands as guided by steward demonstration.
- Profiling / non-contact security screening of all persons through “mag & bag” - combination of walk-through metal detectors (mag) and / or x-ray screening of personal items (bags or hand carried items) depending on the risk assessment.
- Use of hand-held, metal/magnetic, electronic wand scan/detectors which are sanitized between each screening; Staffers re-trained to avoid face-to-face proximity and physical contact with persons being screened.
- Persons not allowed to remove items from pockets to pass through metal detectors.
- Implement “see-through” bag policy similar to airline “Ziploc” bag container policy regarding size of bag and size of permitted, itemized contents.
- Strict physical distance between entrants shall be maintained in keeping with local public health directives.
- Where risk assessment requires a bomb / hazardous materials search; all areas security screened should be sanitized afterwards.
- Event planning must set out and adhere to schedule for all security screening events.
- Teams and officials will be security screened at their hotel immediately prior to departure and travel “bubble to bubble” into the stadium drop-off area.
- Search measures for team and official transport should be completed at point of origin and security maintained thereafter.
- All local health and safety protocols should be strictly observed in all search areas.



- Implement physical distance visual reminders (i.e., drawn/taped circles, lines or signage to ensure physical distancing spacing) with supporting verbal reminders by stewards.
- Ensure adequate signage to educate attendees before, during, and after the entry process. This should include overhead, eye level, and floor signage strategically placed at intervals.

□ Management of spectators

- Proactive management by advance dissemination of all relevant information including, but not limited to code of conduct, special pandemic health, safety and security protocols via ticketing, available technology, and all media.
- Zero tolerance to any breaches of pandemic health, safety, and security protocols.
- All spectators must have valid identification for contact tracing purposes.
- Spot and ID Checks to ensure contact tracing information is authentic and complies with required information to ensure contact tracing, if necessary.
- Data protection protocols be in place regarding storage and access to such information.
- Stewards alert to strictly ensure no behaviors that would increase risk of infection transmission:
 - No yelling, singing, or chanting.
 - No standing in seated areas.
 - No grouping/milling or loitering on and/or in stairways, vomitories, concourses, toilets, or any other areas.
 - No removal of face masks.
- Additional mitigation measures may need to be implemented, for example:
 - Targeted media communication with fans.
 - Targeted messaging on Physical media to ask fans to stay away from the match (match closed or restricted).
 - Clear signage outside the stadium indicating that no spectators will be admitted (Closed match) and that no tickets are on sale (Closed or Restricted match).
 - Broadcasting or streaming of the match.
 - Additional outer perimeter to prevent access to the immediate vicinity of the stadium.
 - Assistance from security/police forces to dissuade individuals from remaining in the vicinity of the stadium, before, during or after the match.
 - Active dispersal of any crowds by stewards and/or security personnel assisted by security / police forces as appropriate and depending on the local risk situation.
- Ensure minimum number of trained, alert, proactive stewards available to provide guidance to spectators.
- Known, standard policies and operating procedures for stewards detailing their support and interaction with medical personnel to manage anyone who becomes sick or is suspected of suffering from a pandemic related infection.
- Very restricted numbers of away fans and ensure total segregation for those 'away' supporters.



This would extend to post-match dispersal (home fans first).

- Adequate supply of personal and hand-hygiene equipment at entrances, exits, access control points and washroom facilities.
- Implement physical distance visual reminders (i.e., circles, chalk lines, or signage to promote Physical distancing spacing).
- Where physical distancing is difficult to maintain (e.g. spectator movement in and out of seating areas), spectators should be encouraged to avoid face to face contact when passing each other.
- No re-entry policy strictly enforced.

Crowd Circulation – One-way systems, avoiding congestion at narrow passageways

- This is a duplication of an earlier point of “Recommendations for Circulation”
-

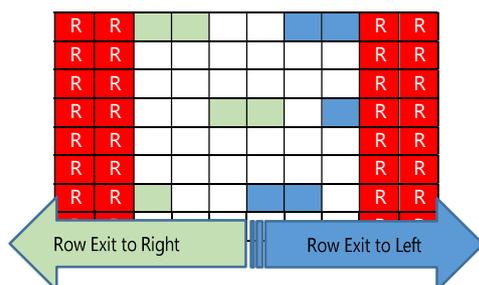
Stadium Seating plan (Physical Distancing adherence)

- All-seated policy.
- Must not exceed the safe capacity as determined.
- Team Technical Seating to be designated Zone 2; Strict access control protocols implemented to segregate these seats.
- Depending on the stadium configuration, seating must be reserved for substitutes and team bench technical support.
 - Strict access control protocols implemented to segregate team technical seats.
 - Spectators, where permitted to attend, must not have access to technical seating or to physically interact with players entering to and/or leaving from the field.



- Physical distancing to be strictly planned and implemented to reduce movement between seats and areas:
 - Establish seating policy for individual, pair, group, and family seating.
 - **Groups:** 6 or less persons per family group, or as per local authority guidelines, to allow for appropriate spacing throughout the stadium.
 - Seating should be allocated wherever possible and stadium seating plans should be managed through a competition/match ticketing system.
 - Where allocated seating is not possible, seating plans should be developed which maintain physical distancing, with clear demarcation of the seats which spectators can and cannot use; In such instances it is critical to be able to identify who was seated where for the purpose of contact tracing.
 - Seated spectators should remain in allocated seats linked to their contact details at the point of sale.
 - Spectators should be seated as individuals or, where tickets were purchased in a group, within that group.
 - Group ticket purchases should follow physical distancing guidelines in place.
 - Implement a procedure for selecting seat locations based on logistics for arrival/departure route, mode of transport, parking, drop-off and pick-up, optimal entry where applicable.
 - **Every third row:** Providing seats every third row will minimize exposure to rows in front and behind another.
 - Reduce or eliminate seat allocation assignments that require spectators to brush past others seated in the same row. Use seat level and floor level signage to designate row entry/exit in relation to seat location in that row/block.
 - Eliminate aisle seat availability (ideally 2 at row ends) to ensure physical distancing, reduce contact and minimize risk of contamination.
 - Reduce seating capacity by only having two non-same-household individuals/pairs/groups per row to avoid crossover contact.
 - Stagger seating availability to minimize linear seating across rows.

Figure to illustrate example of seating row plan to assure physical distancing and minimize risk of contamination (R – restricted seat not available)





R	R							R	R
R	R							R	R



Crowd Management / Enforcing seat allocations during match

- Seating must be numbered and clearly identified by stand, section, row.
- Seat allocation acceptance agreed as part of the ticket terms and conditions accepted by the spectator, at ticket purchase, for being at the match with clearly defined policy steps regarding non-compliance.
- Establish and display seating allocation policy on ticket website, ticket and in stadium.
- Install signage that indicates the need for physical distancing while remaining in allocated seating.
- Stewards, with support of CCTV and Spectator Services / Ticketing Representative in VOC, to ensure persons do not change allocated seats arbitrarily.
- Stewards or specifically designated, trained event volunteers to assist in directing persons to their seats and implement protocol where persons do not sit in their allocated seats.
- Identify ways to enforce physical distancing and maintain seat allocations within the seating bowl, such as removing non-allocated seats and/or covering seats.
- Use suitable material for seat covering to minimize transfer and transmission of infection.
- No standing in aisles or movement between seating.

Vulnerable persons and mobility impaired - Special Health Requirements

High Priority Items

- Information on any restrictions or limited services should be communicated before the point of ticket sale, during ticket sales and again at the point of ticket distribution, e.g., any changes to volunteer roles to support disabled spectators aimed at enhancing physical distancing and minimizing transmission of infection.
- Advance logistical and other relevant information will enable disabled people to make an informed decision as to whether they can/should attend a restricted match.
- Ticket applicants, who are disabled persons, will need to provide contact details for themselves and each person under their application as a requirement of a contact tracing system.
 - Disabled applicants may not be able to confirm their companion at the point of ticket application or purchase or may need to change their companion before the match.
 - A flexible protocol for disabled spectators requiring a companion should be established and communicated.
 - Known disabled fans who did not previously require a companion ticket, may now need one due to unfamiliarity with (new) routes to the venue, new circulation routes and/or procedures outside and

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within the stadium.

- When considering temperature checks as a precautionary measure before permitting spectators into the stadium, it should be noted that some people, e.g. people who have a brain injury or angina, can often have a higher temperature.
 - Alternative measures should be considered, and a procedure established and communicated in advance to staff and spectators.
- Spectator Code of Conduct should also inform spectators that some disabled people may not be able to follow all physical distancing and safety measures.
 - This will help to raise awareness and understanding and mitigate the risk of insensitivity and disability abuse.
- Depending on the risk assessment, during queuing, it would be helpful to provide resting benches or chairs for people with limited mobility, heart or breathing conditions or provide special priority access / security screening to facilitate their entry, without compromising local health authority protocols.
- Disabled spectators and their companions should also be able to circulate along vertical and horizontal routes inside and outside of stadiums whilst maintaining the required physical distance with other spectators.
- Some disabled people may rely on handrails to ascend / descend stairs or ramps and during washroom use. Handrails should therefore be regularly sanitized.
- Where concourse areas are closed because physical distancing cannot be safely ensured for spectators, disabled fans and their support companions should still have access, as these may be the only areas of the stadium where accessible toilet facilities and entrance gates are located.
 - Match-day stewards may need to be located at circulation routes to ensure access, under such circumstances.
- Hygiene considerations must be taken regarding the distribution of stadium-owned receivers e.g. audio-descriptive commentary (ADC) headsets or assistive listening devices.
 - Inclusive systems that allow spectators to use their own devices from anywhere within the stadium bowl should be sought.
- Access to sensory viewing rooms and quiet areas should also remain available and procedures put in place to assure physical distancing and reduce contact.
 - Any equipment in place in sensory viewing rooms / quiet areas should be regularly sanitized before, during and after matches.



Important considerations

- Masks worn by match day staff and stewards should have a clear panel across the mouth to support persons, who are deaf or hearing impaired, who have to lip read.
- Provision of video footage and audio descriptive commentary indicating any new routes and protocols for disabled spectators and spectators with long-term health conditions, so that they can familiarize themselves with the changes ahead of a live, restricted match. This will be particularly beneficial for autistic spectators for example.
- Dedicated point of contact for disabled spectators be identified for any queries or concerns. Alternative methods of contact, e.g., an email address and telephone number, should be provided so that differently disabled people can access this service.
- During matches, Information provided should be in several formats, e.g., via public announcements and display on giant screens to ensure differently disabled people have access to this information. This information should also meet accessibility requirements e.g., sufficient colour contrasting between the text and background colour on giant screens.
- Some disabled supporters may now need to use a wheelchair due to increased walking distances (because of physical distancing measures), or a deterioration of their condition during pandemic lockdown.
 - Hosts or match organizers may need to look at providing additional or temporary wheelchair user spaces to cater for supporters in this situation.
- Proof of disability may be sought by venue operators for accessibility tickets.
 - Disabled people may only have access to a proof of disability which has (recently) expired.
 - A slowdown in bureaucracy during pandemic situations may result in renewals of proofs of disability being postponed or delayed.
 - Spectators with such expired proofs should be contacted to clarify and determine whether they should qualify for an accessibility ticket.
- Additional parking spaces should be made available for disabled spectators.
 - Some disabled spectators may not need a designated accessible parking space (with larger dimensions and lateral access and rear safety zones),
 - Host Associations / Match organizer should ask disabled spectators for their access requirements to determine if they could use a standard parking space.
 - An increased number of non-disabled spectators or staff may also wish to use parking facilities. This should not impact the number of accessible parking spaces available.
 - The Host Association / match organizer may be able to use offsite parking and should, in such circumstances, provide an accessible shuttle service between the off-site parking area and the stadium. These services should be available pre- and post-match and ensure compliance with local



health authority guidelines.

C3 – Command & Control & Ops Centre

- It is a well-known fact that an integrated and well-coordinated approach in any security operation, is the proven formula for success.
- The safety and security of a football event with very enthusiastic and passionate fans, is very complex in itself; adding the substance of a prevailing pandemic, will complicate the situation exponentially and demand very careful and meticulous planning by all entities involved, in order to curb the spread of the disease.

Pre-Match Planning

- Strategic and tactical planning should be done jointly involving all of the relevant stakeholders on national, regional and local level.
- The Security and Intelligence community would normally be pivotal in driving such planning, however as the disease behind a pandemic can cause severe illness and spread easily and rapidly from one person to another, it is sensible to allow the Health Authorities in a country, to play a prominent role in the planning and decision-making processes.
- In terms of the C3 Command & Control protocols, a designated Police Official should be assigned to chair meetings and planning sessions for an event (football match), with the participation of representatives from the security, intelligence and other relevant government structures. Non-government entities can be co-opted into the planning sessions on an advisory basis.
- When planning a sports event during such a pandemic, a designated and qualified person from the government health sector, should be co-chairing such meetings, in ensuring that all critical and applicable health measures are being incorporated into the overall planning.

Operational Stage

- Operational Coordination is critical in the successful execution of all security functions. A joint operations room must be established where all the relevant stakeholders to the event, have a seat, with the Police being the lead agency. A list of the most relevant stakeholders is being listed under the heading Strategic Planning, subsection “Coordination with Authorities”)
- The advantage of such a structure, is that a senior representative of each of the responsible stakeholders are clustered together in one room, from where incidents can be managed in a coordinated and most effective manner.
- All of the event operations leading up to match day and post-match day

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(decommissioning), should be managed and coordinated at a central Control Room, on regional or local level.

- Match Day operations should be managed and coordinated from a “Venue Operations Centre” (VOC) at the stadium, where the match is to be played. A senior representative with decision making powers from each of the stakeholders must be present in the VOC, being in contact with and controlling their own individual forces/services. The VOC Commander is usually the designated police officer, however in the case of a prevailing pandemic, the representative from the local department of health, will work parallel to the Police Commander in order to monitor and manage all incidents related to the pandemic.

□ Safety Plans (Emergency Evacuation Plans, Fires Safety Plans.) - Under health restrictions/pandemic conditions

- The mitigation measures identified through the risk assessment should form the framework for the safety concepts, protocols, and operational plans.
- Safety plans. developed by the host association / match organizer, should be a multi-agency collaboration with all related airport, facility (stadium, training site, hotel), transport, safety, security, medical, emergency management, local governmental and health authorities to;
 - establish a clear line of command and control,
 - enable rapid, efficient situational analysis and decision-making,
 - manage normal, pandemic specific and other contingency situations.
- Safety plans must comply with the guidelines from local competent authorities and be regularly updated to comply with latest guidance in pandemic conditions.
- Appoint a Pandemic specific, expert medical officer, who will oversee all medical planning for the match/tournament.
- During a pandemic, in the event of an incident that requires emergency or exceptional egress e.g. fire, terrorist incident or attack, standard operational procedures should be followed and may take precedence over physical distancing requirements;
- A protocol must be developed for exceptional emergency situations such as cancelling spectator attendance for a restricted match if adverse weather conditions are forecast to reduce the risk of people congregating such as under shelter.
- Consider any implications of bad weather on spectator movement and put plans in place to manage spectators seeking shelter in covered areas.
- Alternative means of escape should be identified to ensure the safety of those inside the stadium in the event that egress cannot be achieved through main routes. All doors on these emergency escape routes should be staffed by stewards to help facilitate and direct the movement to places of safety. (SGSA, 2020)
- Any requirement for additional isolation rooms or holding facilities to ensure physical distancing.
- PPE requirements. Instruction, education, training, supply, re-supply, and disposal.



□ Stadium Facilities and Equipment's security installations

- The stadium owners must ensure all the relevant facilities related to the management of the pandemic, is available e.g. equipment and isolation rooms.
- It is further the stadium managers responsibility to oversee the proper and frequent cleaning and sanitization of all facilities, utilised by Teams, Officials, VIP's, Services and Spectators.
 - Routine and frequent cleaning of high-volume touch areas such as Elevator buttons, Doorknobs, Handrails, Ablution Facilities, and other common surfaces is essential in curbing the spread of the pandemic.
- In working towards a touchless search & screening methodology, the installation of "walkthrough Metal Detectors" (Magnetometers) and where necessary and relevant, the installation of X-Ray Scanners (VIP and Media/Photographer entrances), should be commissioned on MD-1. Handheld Metal Detectors will be kept in the Security Office, for deployment on match day.

□ Security Tactical Deployment Plan

- Subject to the nature and type of the match the security tactical plan should be developed along the defined nature of the match. If the match is a closed-door match or restricted view match the security tactical plan should be adapted to accommodate this modification.
- Meanwhile, irrespective of the situation the team's protection at hotels, transit, training sites and stadium is fundamental and priority must be given to team protection as well as match officials.

□ Operational Recommendation for Security & stewards' staff:

- As much as possible security and stewards should be protected from physical contact through the use of technology such as touch less equipment for screening persons i.e. walk through metal detectors, scanners where possible or the use of protective gears by those guards that cannot but come in contact with people physically.
- Depending on the nature of the pandemic we recommend that safety of security guards and those they are to protect and secure must be taken very seriously. The best recommended action for self-protection should be always adopted by event organizers for the safety and security team.

9. Additional Considerations

□ Communication Strategy



- Open, transparent, documented Communication policy with established, manned communication center(s);
- Operations/communications plan implemented that includes options and alternative methods to rapidly and effectively communicate suitable public safety and security information at all levels and to all demographics (e.g. age, race, ethnicity, gender etc.), from the Venue Operation Center to front-line staff, to match attendees utilizing, but not limited to:
 - Targeted messaging to different stakeholders as required, targeted text messaging, email, telephone helplines, social media, websites, television, radio, advertisements, newspapers and magazines, newsletters among others.
- Robust communication strategy immediately addresses the rapid spread of information from multiple sources, the so-called “infodemic,” i.e. rumors, gossip and unreliable information, which may create panic in match attendees, by:
 - **Talking / Engaging** - Authorities, experts and response teams must quickly relay information on the nature of the match (**Closed** or **Restricted**) and the protective measures that people should take and what policies and mitigating measures are in place;
 - **Listening** - Responders, experts and authorities must quickly assess and understand the fears, concerns, perceptions and views of those match stakeholders affected by the pandemic; and tailor their interventions and messages to address such concerns.
 - **Managing** rumours - Responders need to have ways to detect such misinformation and (rapidly counteract and) correct it (WHO, 2018).
- Communicate procedures and requirements for entry. Make sure to **highlight** where procedures and requirements are different from what participants are used to seeing and experiencing.
- Outline and communicate on-site policies for visiting individuals (e.g., spectators, guests, media, etc.).
- Communicate on-site parking plans for visiting team buses and equipment trucks.
- Provide information regarding physical distancing and medical precaution procedures and expectations of visiting team ingress/egress from the facility and while inside/at the stadium.
- Communicate all screening procedures at access points with expected arrival and wait times.
- Use standard signage, the venue's digital signage and videoboards, to display messages to spectators frequently.
- Pandemic safe signage should be different to normal club/national association signage to ensure people take notice of it. Venues may need to consider different colour schemes under pandemic conditions. The communication must also meet accessibility requirements e.g. audio vs visual, sufficient colour contrasting between the text and background colour etc.
- PA System used to reinforce consistent, accurate, health, safety and security messaging.

□ Media Access Considerations

- Ensure compliance with all hygiene and physical distance requirements;



- Media and broadcast personnel must always wear face masks, that properly cover both nose and mouth at all times, while on event related premises e.g. stadium, training site, hotel etc.;
 - Access to media areas e.g. media center, tribune, lockers/storage areas must be planned to eliminate queuing, chokepoints and mitigate against infection transmission.
 - Media access should be limited to one assigned zone. As much as possible, there should be no crossover of personnel between zones.
 - No access to media refusing to complete with hygiene and physical distancing requirements.
 - Accreditation device must be prominently displayed at all times.

 - The host association must, in agreement with the relevant local competent authorities, prepare and disseminate a policy on the importation and consumption of food and drink.
 - It may thus be necessary to issue temporary stadium regulations, which allow exceptional importation of food and drink for personal consumption.
- OR**
- Alternatively, pre-packaged food and single-use, plastic bottles of water should be provided to personnel.
-
- Personnel warned regarding not properly wearing face mask covering both nose and mouth or breaching any other stipulations to mitigate infection transmission must be immediately asked to leave the stadium, ejected and their accreditation cancelled.
 - As far as practical, media access should be via designated entry and exit gates respectively that for media only and during such times allotted by schedule to minimize queues, ensure physical distancing and take into consideration such factors as screening times for individuals and equipment.

□ Media Events Organization

General

- All media events must respect stipulated, strict physical distancing guidelines;
- The layout of all media event spaces including, but not limited to media centre, press conference and mixed zone etc., must be carefully planned and individual space demarcated to ensure strict physical distancing is maintained;
- Ensure removal of all communal seating and food and beverage buffets in the media dining area if not permitted by local health authorities;
- A pre-assigned desk/workstation/seat for each media/broadcast representative/organization who must use/occupy that position only;
- Provision for sanitizing media work spaces after each use;
- Doors should be kept open to prevent the need to touch door handles and allow ventilation.

Broadcast production



- These considerations specifically apply to broadcast production:
 - The host association/match organizer must liaise with the host broadcaster to ensure that its personnel and suppliers agree and adhere to all protocols in place.
 - The number of personnel permitted to operate in certain areas, especially in closed environments, should be limited and workloads must be planned accordingly.
 - Capacities must be calculated and signposted for all closed spaces.
 - Subsequently, downscaling of production specifications may be considered.
 - The layout of the OB Compound should ensure that personnel can circulate while maintaining the minimum required physical distance. This may require greater spacing between vehicles, the installation of partitions or the definition of one-way routes around the compound.
 - Activities within restricted zones or areas must adhere to the imposed timing and movement restrictions, for example the positioning of unmanned cameras. All new or adjusted timings must be clearly communicated before the match.
 - Depending on the local risk evaluation and testing regimes, it may be possible to conduct certain activities, such as dressing room filming, in a strictly controlled manner and in agreement with the host association as well as the teams concerned. If this is not the case, then it is recommended that such activities be refrained.

Camera operators and photographers

- Broadcast camera operators and photographers require access to the Pitch Perimeter Zone to conduct their activities in keeping with the following recommendations:
 - The number of photographers should be strictly limited.
 - If possible, photographic material should be provided via a pool solution to minimize numbers.
 - There should be dedicated entry and exit routes or lanes onto the pitch (for example via designated service tunnels).
 - Contact with other constituent groups and the crossover / mixing of people flows is to be avoided as far as reasonably practicable (e.g. with grounds people, maintenance personnel etc.).
 - Special arrangements should be made for those authorized to take team photos to ensure that physical distancing is maintained at all times between photographers.
 - There should be pre-assigned, designated and signposted positions for users of each photo position.
 - Work areas, including chairs and equipment, must be disinfected before use.
 - Only drinks in single use plastic bottles should be provided.
 - The use of portable hand sanitizer is strongly recommended.
 - Gathering before the match, during half-time or after the match should be explicitly prohibited – personnel should be advised to conduct only essential activities required for the delivery of their duties.

Media Tribune / Commentary Position / Observer Seats

- In a scenario where the use of a media tribune, commentary positions or observer seats is permitted, the following basic considerations are recommended:
 - Pre-assigned, designated and signposted positions for users of each position (e.g. desk, seat).



- With the exception of commentators (while commentating in designated positions), all individuals present in the area must wear face masks properly covering both the nose and mouth.
- Only drinks in plastic, single use bottles are to be provided.
- Gathering should be explicitly prohibited – personnel should be advised to conduct only essential activities required for the delivery of their duties.

Press Conference

- For physical press conference if permitted:
 - The press conference room;
 - Strict access control to ensure only a pre-approved number of accredited attendees to ensure the safe capacity of the space is not exceeded;
 - One-way systems for entry and exit points should be implemented as much as possible or management or entry/exit to avoid face-to-face contact and/or “brush past” physical contact;
 - Entry and exit points to the press conference room should be managed to avoid queuing, crowding or loitering;
 - Seating plan to avoid cross-flows;
 - Persons must sit as assigned;
 - Overall time spent in the press conference room should be minimized by controlling access to the room in keeping with schedule for the press conference;
 - With the exception of the interviewees, all other individuals present in the room must wear face masks;
 - Microphone booms should be used instead of handheld microphones;
 - If multiple interviewees use the same microphone, the microphone cap should be disinfected or swapped after each use;
 - Interviewees must not touch the microphone or other equipment on the podium;
 - Personal recording devices (e.g. **Dictaphones, mobile phones**) should not be placed on the press conference podium or other surfaces;
 - The room should be adequately ventilated.

Mixed Zone

- Mixed zones should be strongly discouraged due to the risk of cross-infections of different groups of stakeholders coming together, potentially in close contact over a period greater than 15 minutes;
- If a mixed zone is nonetheless permitted locally, the following recommendations must be observed:
 - The mixed zone should be set up taking into account strict physical distancing requirements with a strictly limited number of media personnel;
 - Absolutely no loitering permitted around the team vehicles;
 - Strict access control to ensure only a pre-approved number of accredited attendees to ensure the safe capacity of the space is not exceeded;
 - One-way systems for entry and exit points should be implemented;
 - No crossover between teams and other groups of persons accessing the mixed zone;
 - The entire area must be adequately ventilated;



- The number of persons to be interviewed should be kept to an absolute minimum;
- It is not considered mandatory that all players from both teams who are listed on the official start list pass through the mixed zone;
- The teams must be in agreement about the requirement to pass through the mixed zone;
- With the exception of the interviewees, all other individuals present in the area must wear face masks properly covering both the nose and mouth;
- Microphone booms or stands are to be used. Interviewees must not touch the microphone or its stand;
- If multiple interviewees use the same microphone, the microphone cap should be disinfected or swapped out after each use;

Safety and Security Officials \ Officers Consideration

General

- Safety and Security stewards are to ensure that only persons with appropriate access device (ticket, accreditation and SAD where applicable) are allowed into designated, restricted areas;
- All persons accessing and working in the stadium must properly wear their face mask except players during their warm up and during the match;
-
- The Safety and Security team must be expanded to include relevant government health authorities and there should be a meeting for the entire match day operations on MD-2;
-
- Deployment of security personnel should be as minimal as possible in the following key areas:
 - Team arrival points / drop off point / departure point
 - Dressing room area / offices for match officials
 - Route / tunnel to Field of Play
 - Field of play
 - Media and broadcast areas
- All emergency gates should be unlocked and manned
- All security guards around the FOP must take their seats, no standing or walking around
 - With reduced capacity (closed match or restricted match) stewards can be seated in lowest row to further minimize number of non-participants around the field of play;
- There should be contactless checking by security guards, avoiding physical contact with players and officials, as much as possible.
- PPE requirements; Training in use of, disposal of. No sharing;
- Training for role in pandemic situation.
- Personal, labelled or personal, single-use, plastic water or beverage bottles must be used.
- Pre-packaged food and single-use, plastic bottles of water should be available to personnel.



- Any uniform that is distributed on-site, such as bibs, should be laundered both before and after the match and should not be transferred between different personnel at any point.
- Security teams should be stand-alone teams to operate in assigned zones.
 - Crossover or movement between zones should be minimized to reduce potential for cross contamination and infection transmission spread.

Match day (MD) and MD-1 Personnel Deployment

- There should be minimal personnel deployment in the following critical areas:
 - Team arrival / departure area
 - VIP/VVIP arrival and departure area
 - Players dressing room area
 - Competition area
 - Around the FOP, it is recommended that guards manning the emergency gates can sit inside the stands facing the pitch close to the emergency gate and not inside and around the FOP.
 - Security considerations should be given to the deployment outside the stadium especially around the immediate surrounding leading to the stadium (Zone Ex)
 - Security must anticipate the possibility of crowd / supporters build up outside the stadium and put measures to mitigate these acts

End of Match protocol

- The security operations around the dressing room and players departure area must be devoid of any form of crowding;
- There should be free flow access outside the dressing room by players and officials;
- Security must maintain good physical distancing during the departure of all players and officials;
- Security are only to stand down when all players and officials have departed the stadium;
- End of match debrief of security personnel must be done respecting physical distancing guidelines;

□ Security Considerations Before, During and After.

- Bomb sweep - Bomb sweep to be done early in the morning or at least before stadium is cleaned/sanitized, in order to prevent contamination.
- Last minute arrival of spectators.
- Migration of spectators in stadium bowl – spectators not sitting on reserved seating
- Rain might persuade spectators to “breach” social distancing protocols and flog together, taking cover from the rain

- Some spectators might arrive without a face masks or face coverings. Are they being turned away or provided with dispensable masks, bearing in mind that even spectators with



masks might find themselves in a predicament when mask straps break off.

- Security management and fellow spectators should be aware that some disabled persons may not be able to follow social distancing and safety measures, including the wearing of masks or other face coverings.

□ Food Security (Health & Security measures – before and during match, stakeholders)

- Promote physical distancing by discouraging long queues.
- Use single use serving utensils.
- Food vending machines should be cleaned/disinfected frequently
- A physical barrier must exist between food vendors and patrons
- Use contactless payment where possible e.g card payment or patrons should place payment in a designated area.
- Items such as condiments, utensils, napkins, cups, straws and lids should be dispensed by staff and not displayed in bulk for customer access.

□ Ticketing plan – to be aligned to the re-design of seating allocations, in terms of Pandemic restrictions/requirements

- The number of tickets to be made available for sale, could only be established, once the safe socially distanced capacity of the stadium had been accurately calculated, under pandemic conditions. For the first test match, the numbers of the calculated safe capacity, could be reduced by as much as 75%. It could be more constructive, to start with a smaller crowd, and increase the number of fans proportionately match by match, after event assessments and as the pandemic recedes. The socially distanced capacity of the stadium must however never be exceeded.
- The ticketing system, MUST be totally aligned to the newly designed seating plan, taking into consideration Social Distancing requirements. It is critically important to ensure that no seats in seat-kill areas are made available for sale, as this will compromise the objective of adequate spacing between spectators
- All ticket applicants, must supply their own contact details, and if booking on behalf of others, the contact details of every other person. This information will be vital in case of testing and tracing.
- All tickets will be reserved seating only. Although stadiums should be afforded equal opportunity to host matches, stadiums without effective seat numbering and physical seats, could pose a substantial challenge. This is however surmountable to an extent, by numbering the concrete surfaces. The numbering should be applied with paint, and not removable decals or tape. In case of open concrete seating spaces, it must be taken into account that it is easier for persons in such seating conditions, to migrate and cluster together, as there is no physical seat, confining a person to a seat position. Therefore consideration should be given to expand the social distance in between “seats” even further.

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- Ticket sales to open two days prior to match day
- Tickets normally displays all of the T&C's, but in addition, the ticket could accommodate the regulated health questions, with a tick box as well as space for the temperature reading. These should be on the part of the ticket that is torn off and retained by security, for record purposes. Having the health questionnaire completed in this way already, would alleviate time consuming filling out of questionnaire's whilst fans are queuing at gates.
- The ticket must have a barcode, linked to the specific person.
- Depending on the layout of a stadium, and in case of multi-level stadiums, consideration should be given to only opening the lower concourse for tickets sales
- Seats should be sold in small group of 1-4 seats, however the seating configuration in terms of pandemic protocol is addressed under the heading "Stadium Seating Plan" above
- If possible, tickets should be colour coded and indicate the time of entry for specific areas, with arrows to be followed in the colour of the relevant seating area.
- The importance of staying in the allocated seats, as well as vital information w.r.t the pandemic, should be printed on the ticket, if possible.
- Persons over the age of 60 or with pre-existing medical conditions (higher pandemic risk bracket), are more susceptible to infections and at greater risk of contracting the disease, therefore consideration should be given not to made tickets available to them. This could however a contentious issue and such vulnerable individuals should rather be guided at ticket sale points in regard to the risks and restrictions they may face at the event, ultimately leaving it to them to make the decision to attend the match or not.

Accreditation (Event Specific & Health Clearances or "Health Passport")

- The host association is responsible for the arrangements pertaining to accredited personnel under its control;
- For Individuals who are not under the direct control of the host association, e.g. medical, public or private security or technical service providers, the host association must liaise with the relevant supplier(s) and/or individuals themselves to ensure that effective identification protocols are in place for access control and track and tracing;
- The prevailing World Health Organization (WHO) position/warning regarding health and immunity passports and "risk-free certificates" should be sought and adhered to;
- All teams and match officials should keep detailed evidence of daily monitoring regimes and PCR testing of all team delegation members, to facilitate any enquiries and investigations by the public health authorities starting at the latest with their arrival in the host country;
- All persons entering the stadium must possess a valid access device;
- Each access device (e.g. accreditation or ticket) should be personalized and non-transferable;

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- All pandemic preventative measures should be strictly observed within all accreditation centres and/or accreditation collection points.
- Collection of accreditation should be scheduled by allocated time slots to reduce waiting, prevent grouping and facilitate physical distancing;
- Any person experiencing pandemic symptoms must not report to or continue work and their accreditation **must** be cancelled and the Venue Operation Center immediately notified.
- The accreditation system must record all such information considered vital by local authorities to ensure that contact tracing can be carried out if so required by the local authorized authorities.

- Use of Special Access Devices (SADs) to ensure additional access control, ensure Zone 1 and 2 set-up completed and lockdown of the teams' and match official areas at least 120 minutes (2 hours) prior to first scheduled arrival (e.g. team kits and equipment etc.)
- Use Barcoded credentials instead of traditional tickets/ripped stubs to minimize contact with ticketing personnel.
- Use digital technology (e.g. digital ticket on mobile phone) to create a touchless entry scan or use no-touch kiosks to scan tickets.

- Implement documented policy that the person conducting the scanning does not touch the mobile ticket device.
- Not every spectator owns a smartphone, so alternative arrangements should be facilitate e.g. print at home.

- Enlarge the size of accreditations SADs and tickets and/or information font sizes to allow easier, rapid scrutiny of access control devices from a distance of more than 2m to maintain physical distancing and reduce time of interaction.

- The access devices should clearly indicate for which zone they are valid.
 - Only personalized accreditation showing the name and photo of the bearer be used.
 - Multi-zone access should be minimized, as much as practical.

Ceremonies

** Pre-Match and Post Match Events involving Teams:*

** Awards Ceremonies*

** Opening ceremonies*

** Closing ceremonies*

- There should be no spontaneous visits from dignitaries or other functionaries during pre-match and post-match ceremonies involving the teams;
- Physical distancing guidelines must be observed;
- Physical contact should be minimized;
- Ceremonies and the process of medal presentation must not be used to deploy too many personnel



on the field;

- Security should ensure smooth access route for dignitaries with active collaboration with the protocol team;
- Security guards of VIP's are not allowed to go onto the pitch during ceremonies or medal presentations;
- No security personnel should be seen on the pitch during ceremonies or medal presentations
- Security deployment can be done around the field especially to support the control of photographers by photo marshals. Measures to ensure compliance with physical distancing guidelines should be considered.

Management of facilities outside stadium - Hospitality (Villages and/or Suites); Accreditation Centre; Media Centre; Broadcast

- All health and safety protocols must be consistent, with those of the stadium, as outlined by local health and governmental authorities including, but not limited to:
 - Integration of the operation of all such related entities into the Stadium Venue Operating Centre.
 - Each facility must have a specific facility operations plan that incorporates a full risk assessment.
 - Strict access control is required;
 - Proper wearing of face masks and other PPE as required by the local health authorities;
 - Masks covering both the nose and mouth and using handwashing/hand-sanitizing facilities while in transit is considered mandatory;
 - Ensure adequate security to prevent non-participant access to facility use such as locker rooms, toilets etc;
 - Ensure highest standards of personal hand and respiratory hygiene;
 - Ensure the highest standards of physical distancing as far as reasonably practicable;
 - Ensure the highest standards of cleaning and disinfection – for example by ensuring that all transport vehicles are thoroughly disinfected for use.
 - Ensure sufficient entry points and screening lanes to accommodate all participants without requiring queues with less than 6 feet per person of physical distance.
 - Ensure queuing is built in a way that maintains physical distance. Additional screening zones may be required (i.e., ticket validation, health screen, security screening).
 -
 - Ensure staff has sufficient personal protective equipment (PPE) and training.
 - Ensure adequate signage to educate participants before, during, and after the entry process. This should include overhead, eye level, and floor signage.
 - Separate entry and exit doors to minimize interaction and crossover.
 - Where there is one entrance – there must be management of persons entering and leaving.

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- Markings to indicate physical distancing in areas inside and outside the facility where queuing may occur, for example at entrances, must be clearly visible and contrast strongly with the surface colour.
- Safety and security personnel must be alert to and proactive in addressing issues of breach in hygienic and/or physical distancing protocols by ensuring such persons are noted and that they are denied entry or asked to leave immediately/ accreditation cancelled.
- Design approach spaces and screening spaces to minimize choke points on both ingress/egress
- Institute staged entry when/where possible and implement an appointment system to minimize gathering.
- Ensure all ingress paths are staffed with an appropriate quantity to accommodate the attendee volumes expected to minimize congestion. Also, make sure that ingress paths are clearly marked.
- Park attendees close to their point of entry and seating area.
- Perform thermal scanning should the local authorities require it. Staff will require training on these procedures as well as direct supervision, should further screening be required.
 - Note: medical personnel should be on duty near checkpoints to confirm temperature readings and to assist any attendees (if requested) with medical conditions that could cause a misread of the scan.
- **Roles & Responsibilities (Enforcing Health Protocols vs. Security Operations)**
 - This point can be disregarded as it had already been addressed above under “Roles & Responsibilities of key stakeholders”

Utilisation of Search & Screening Equipment - Touch less

- Search & Screening equipment is a valuable tool in preventing prohibited items, like explosives, weapons and related items from getting access into a stadium. It is however a reality that some stadiums does not have to luxury of utilizing electronic equipment and therefor rely predominantly on physical searches and/or pat-downs.
- The dynamics of security search and screening during a Pandemic situation, has to be adjusted, in order to prevent the transmission of a disease, which could be spreading via respiratory droplets by breathing, sneezing and coughing and in some instances even being spread by means of airborne transmission.
- Under such conditions, it would be appropriate to employ touchless search and screening equipment, i.e Walkthrough Metal Detectors (Magnetometers), Handheld Metal

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Detectors and X-Ray Inspection systems. Due to financial constraints though, the utilization of magnetizers and x-ray machines might just not be viable at some stadiums – in this case the most affordable screening mechanism, would be the application of handheld metal detectors (wands). Although handheld metal detectors alone, are effective to use, there will always be a slight chance of missing something.

□ To this end, it is advised that bags be prohibited from entering the stadium, with the below outlined exceptions:

- Bags needed for medical purposes
 - Diaper bags accompanying an infant
 - Small clutch or zipped bags will be permitted (no larger than 120mm x 150mm)
 - All bags meeting the exception standard, will be subject to search in a touchless manner
 - Bags housing camera equipment – photographers & media access should be regulated through a dedicated gate, with different searching protocols
 - Team & Officials kit bags etc, is excluded from this restriction
- Only when the possession of prohibited and/or dangerous substances or weapons, is suspected, a physical search or pat-down might be necessary, in which case the security person performing the search, should be dressed with full Personal Protection Equipment, and ideally being done away from other spectators.

□ Prohibited & Restricted Items

- The stadium's prohibited and restricted items list should be reviewed, and any necessary, temporary changes made, based on the risk assessment for the match:
 - relaxation of limitations on pre-packed food and beverages if there is no availability or distribution on-site.
 - limitation on the import of specific foods and drink, which have been previously permitted because of hygiene reasons (e.g. non-packaged, made to order food and non-bottled drinks from dispenser);
 - risk assessment review to permit hand sanitizers to be brought into venue; Local authorities to stipulate maximum permitted size.
 - limitation on the importation of personal items, such as bags. Consider prohibiting bags unless



the bag is required for medical needs or very small children;

- Spectators may wish to bring their own sanitizing products such as hand wipes and gels into the stadium.
 - Any such items used for additional sanitizing should be permitted and not generally classed as prohibited items.
 - The maximum, permitted size of such items for sanitizing should be made known in advance to spectators / all stakeholders and must be in keeping with local health, safety and security guidelines regarding such items.

Counter Terrorism (Specific to the threats under pandemic conditions)

- Sporting events offer an ideal platform for terrorist and other extremist groupings to further their cause, especially now that governments worldwide, had put a limitation on their citizens' freedom of movement, resulted in far fewer easy target like crowded spaces, potentially reducing the effectiveness of common terror tactics, include stabbings, bombings and vehicle ramming
- The overwhelming focus on COVID-19 may temporarily reduce the media attention given to terrorist attacks, potentially reducing their wider terrorizing or radicalizing impact. This trend, combined with reduced target availability, may lead terrorists to seek even more "attention- grabbing" targets or techniques – as with the May 2020 attack on a maternity hospital in Afghanistan – thereby alienating potential supporters (because of the overwhelming global focus on community health and well-being)
- As per the United Nations Security Council CTED, a wide variety of terrorist groups have already integrated a pandemic like COVID-19 into their narratives and propaganda, seeking to exploit current events for their own purposes and to use the pandemic to exploit divisions and weaknesses among their enemies.
- Football events might be an attractive target at this time. See outlined below, some points on interest.
 - With the shift towards Pandemic Oriented health & security measures, extremists might view this as an opportunity to infiltrate the event
 - Extremists might exploit the no-touch approach on search & screening, attempting to bring explosives, weapons and related items into the stadium
 - Exploit the fact that facial recognition is limited due to face masks or face coverings worn in terms of the Pandemic.
 - Spreading of misinformation regarding pandemics and Football Events, which might discourage fans to attend football matches.
- **Vehicle Search Points (Health & Security measures)**
 - Vehicle Search Areas, also known as Remote Search Parks, usually handle a large amount of vehicle's i.e staff, VIP's deliveries and emergency vehicles, on match day.
 - All deliveries, inclusive of food and beverages are also processed though this area.

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- As the searching of these vehicle's and parcels are quite labour intensive and operators are obliged to breach the social distancing protocols. In cases like this, mitigating measures must be considered, which by implication means that these affected police/security staff, be utilising the full Personal Protection Equipment. Management must consider the fact that working in full PPE, is tiring especially when they are exposed to direct sun or very warm conditions - in this scenario, provision should be made for such members to be relieved and/or rotated on a frequent basis.
 - All persons working or entering in this area must conduct themselves in an appropriate manner regarding social distancing and avoid acting in a way that might risk the health of fellow spectators and staff.
 - A sufficient number of posters, specifically reinforcing good handwashing hygiene, respiratory hygiene and Social Distancing, must clearly be displayed in this area.
 - Routine and frequent cleaning of high-volume touch areas such X-Ray Scanner buttons, Handheld Metal Detectors, Doorknobs, , Ablution Facilities, and other common surfaces etc)
- **Logistics & Deliveries (Health & Security measures)**
- Most of this section is covered under "Vehicle Search Points" above, as the Log point normally forms part of the vehicle Search Area.
 - In addition, it will be important for the logistics staff, receiving parcels inside the stadium, to decontaminate or sanitise such parcels fully, before it could be handled or dispersed to other staff.



□ Access control Search & Screening Equipment & Operations

- Stewards and health authorities to ensure all search and screening equipment is sanitized before and after use with equipment contact surfaces sanitized after each use;
- Documented Access Control Search and Screening protocols should be prominently displayed;
- Ensure testing of search and screening equipment to meet anticipated need;
- Review of access control points, gates and layouts should be done with the goal of reducing time in queues, minimize crowding to the extent possible while maintaining desired processing time.
- No screening / No entry policy should be in place;
- Signage should highlight the need for spectator cooperation throughout the screening process.c

- Use of search and screening equipment must ensure physical distancing and minimize time for interaction;
 - Emphasis on good hygiene and wearing of PPE will mitigate the risk of transmission;
 - Procedures involving spectators should be done, as much as possible, while avoiding physical contact and in a way that minimizes face-to-face interaction.
 - Should there be a need to identify a person wearing a mask against a government-issued photo identification, the mask could be removed if physical distancing measures are met and there is no handling of the identification.
 - Appropriate signage should be deployed that clearly inform about subsequent steps of the process.
- Personnel working in access control with search and screening equipment should not be re- deployed to other zones in order to minimize any potential infection transmission;
 - To minimize the introduction and spread of pandemic infection, screeners may work in pre-determined teams, with the same groupings of screening personnel at all shifts.
 - This may also make it easier to protect screening personnel and better enable contact tracing should one member of the team test be deemed infectious and for scheduling purposes if a member of a security team needs to be quarantined.
- Markings should be established on the ground and at eye-sigh level within the queueing area to indicate the proper physical distancing stipulated by the appropriate local health authorities.
- Physical distancing should remain in place until informed by relevant health authorities that it is safe to relax them.



- Appropriate procedures should be documented and implemented in coordination with relevant local authorities in order to respond to any spectators who show signs of illness;



- There should be separate, dedicated screening checkpoints for different groups of attendees, (as an additional mitigating risk measure), where possible.
- If there is a need to conduct a manual search, screeners should adapt their methodology to avoid being face-to-face with passengers or other persons being screened.
 - E.g. remaining behind the person being screened.
- PPE requirements. Facemask, face shield, gloves.

□ Vendor – operations under health restrictions/pandemic conditions

- Contactless payment systems, e.g. at food and beverage concessions, should be at an accessible height. For example, they should be present at low-level counters where available.
- If low-level counters are not available, contactless payment systems should be on extendable leads to allow for disabled and relatively short spectators to make payments independently. Such equipment should be regularly sanitized.
- Some intellectually and learning disabled people may not have access to contactless payments, so cash payments should still be accepted through contactless means;
- An in-seat or advanced online ordering service and collection may help relieve queues at food and beverage concessions. These systems should be accessible.
- Consideration to permitting supporters to bring their own food and beverages into the stadium to reduce contact.
 - This will also benefit disabled spectators and fans with long-term health conditions who need to take regular medication with food and drink.
 - This would be subject to the risk assessment and the guidance of the local authorities.
- Only pre-packaged food, pre-packaged uncut fruits and single use, plastic bottles should be provided by vendors to spectators.
- Consideration via risk assessment to permit retention of bottle covers until the beverage is consumed to mitigate infection depending on the transmission nature of the pandemic.
- PPE requirements.

□ Hospitality activities (VIPs etc.)

- Most of this section was addressed under the heading VIP Arrival and Departure Protocols, sub-heading "Stadium Arrivals".
- The only additional point, is really the provision of food and beverages. In the case that VIP's will be provided with hot meals in the lounges, the food must be served to them and none of the quests should be permitted to do self-dish-up.



Fan Liaison

A Fan Liaison Officer which is also known as a Supporter Liaison Officer is a position that is becoming increasingly important in the match day experience for fans up and down the country.

We strongly recommend that each club and football association should appoint a designated person to this role that will be responsible for building bridges between the club and its fans. They are also to communicate fans' opinions to a club's / federations management, and should also liaise with stewards, police and counterparts at opposition teams."

During a pandemic communication is very vital and guidance is much needed as such the need to better inform the fans becomes even more critical to the execution of a successful safety and security plan.

Add – “PPE Equipment” – for Security

- Security/Stewards must be provided with the prescribed Personal Protection Equipment. Under no circumstances should security/stewards be requested to provide their own Personal Protection Equipment. List of basic PPE outlined below:
 - Face Shield
 - Face Mask
 - Personal sanitizer
 - Gloves (Optional)
- In the event that security/stewards are obliged to breach social distancing protocols, i.e physical search or pat-down of a spectator with suspected prohibited and/or dangerous substances or weapons, the security/stewards will be expected to be in full Personal Protection Gear. List of full PPE outlined below:
 - Face Shield
 - Face Mask
 - Coverall
 - Gloves
 - Plastic Apron
 - Disposable Shoe Protection
 - Personal Sanitiser

10. Planning for contingencies



Workforce and suppliers' requirements (additional requirements)

- a) The work force and suppliers are to be fully briefed and informed about their duties in compliance with the relevant health protocols that have been established. Anyone that is unable to comply with the protocols should be excused from the group as early as possible this is why it is important for host teams / federations to hold a pre-event meeting with these groups.
- b) It is recommended that a dedicated facility where the workforce and suppliers can be able to change their clothes and keep their belongings is provided. Such facility should also have provision for water and soap to encourage the self-hygiene behavior among the workforce and suppliers' teams.
- c) Workstations should be adapted to accommodate physical distancing among workers rather than having a small space with crowded workforce.



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