

Guide to Safety at Sports Grounds

**Annex B:
(S) factor indicative questions**

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Introduction

This Annex provides a sample list of the indicative questions that management, or their representatives, should answer when assessing (S) factors.

The (S) factor is an assessment of the safety management of a ground or section of a ground. It forms a fundamental part of the capacity calculation process, as explained in Chapter 2 of the *Guide to Safety at Sports Grounds*.

Similarly, the (P) factor relates to physical conditions at a ground (see Annex A).

It is recommended in the Guide that both (P) and (S) factors are given numerical values of between 0.0 and 1.0, where 0.0 is extremely poor, and 1.0 is of a high standard.

It should be noted that, owing to the wide variation of conditions and facilities to be found at sports grounds, the Guide does not seek to place specific values on any of the elements likely to be considered when assessing (P) or (S) factors. This is because the assessments should not aim to create a cumulative scoring system, in which values for individual elements are simply added together. Instead, the assessment should reflect a considered and reasonable overall judgement of the physical condition, or safety management, of the area in question, taking full account of all circumstances and the wider guidance in the Guide.

It is the responsibility of ground management to ensure that (P) and (S) factors are assessed by competent persons with knowledge and understanding of the ground concerned, its operation and the general principles of safety.

(S) factors and indicative questions should be reviewed annually, and also whenever there are any changes in the safety management structure at the ground or in its senior personnel, or if there are any changes in stewarding arrangements. Where a safety certificate is in force any reassessment should be ratified by the local authority.

Worked Examples of capacity calculations, showing how (P) and (S) factors are applied, are available via www.sgsa.org.uk.

Both the *Guide to Safety at Sports Grounds* and this Annex are compiled and published by the Sports Grounds Safety Authority, Fleetbank House, 2-6 Salisbury Square, London EC4Y 8JX

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B.1 Safety policy

indicative question	question considered?	what evidence is there that the question been considered?
a. Does the management have written risk assessments identifying hazards and outlining mitigating factors?		
b. Does the management have written contingency and emergency plans?		
c. Have there been any incidents requiring the implementation of a contingency plan?		
d. If yes, was the contingency plan reviewed following the incident?		
e. Does the management have a <i>Spectator Safety Policy</i> (also known as an <i>Event Safety Policy</i>) in place?		
f. Is the <i>Spectator Safety Policy</i> reviewed on an annual basis and have any changes been reported to the certifying authority, the police and other interested parties involved in the process?		
g. What information and/or training relating to the <i>Spectator Safety Policy</i> is provided to staff and spectators?		
h. Are the roles of the safety management team, at all levels, fully and clearly defined in the <i>Spectator Safety Policy</i> ?		
i. Are members of the Board of Directors/ Committee and/or senior management actively engaged in the safety management of the ground?		
j. Does the management have a <i>Crowd Disorder and Anti-Social Behaviour Plan</i> ?		
k. Are all staff and relevant partners aware of that plan and their roles and responsibilities within it?		
l. Does the management collate and consider data in relation to incidents of actual or potential crime and disorder, and is that data used to inform the development and review of the <i>Crowd Disorder and Anti-Social Behaviour Plan</i> ?		

B.2 Safety Officer

indicative question	question considered?	what evidence is there that the question been considered?
a. Has a Safety Officer been appointed?		
b. Is the Safety Officer competent and has the Safety Officer obtained the relevant qualifications?		
c. Does the Safety Officer have a detailed written job description?		
d. Does the Safety Officer have any responsibilities or powers in respect of the management's <i>Spectator Safety Policy</i> , the maintenance and development of the sports ground, and the planning of individual events?		
e. For how many hours a week is the Safety Officer employed, and expected to be in actual attendance at the ground?		
f. Is the Safety Officer undertaking continuing professional development?		
g. Is there a competent deputy to the Safety Officer or a suitably trained, competent and clearly identified individual who is familiar with the role of Safety Officer?		
h. If the Safety Officer works part-time, is there a suitably trained, competent and clearly identified individual at the ground who can address safety issues when the Safety Officer is not present?		
i. On an event day is the Safety Officer easily identifiable and contactable?		
j. On an event day does the Safety Officer have the authority to make any safety-related decisions without having to refer to senior management, board members or event organisers?		

B.3 Stewarding

indicative question	question considered?	what evidence is there that the question been considered?
<p>a. Has the management conducted a risk assessment to determine the number, location and duties of all safety staff, including stewards, to be in place at an event, and are these details set out in the <i>Event Management Plan</i>?</p>		
<p>b. Is there a <i>Stewarding Plan</i> in place?</p>		
<p>c. Has the management contracted a sufficient number of trained stewards – directly or via other parties – to meet the requirements of the <i>Stewarding Plan</i>?</p>		
<p>d. Does the management have records or profile forms for each steward?</p>		
<p>e. What training and assessments have the stewards received?</p>		
<p>f. Is the training and assessment of stewards conducted by competent persons?</p>		
<p>g. Where agency stewards are used, does the management have evidence of their training, assessment and qualifications prior to their deployment at an event?</p>		
<p>h. Has the management drawn up and distributed to all stewards a <i>Code of Conduct</i>, and is this <i>Code</i> enforced?</p>		
<p>i. Are all stewards provided with a simple check list or aide-memoire card for carrying during the event?</p>		
<p>j. Are all stewards adequately briefed before each event?</p>		
<p>k. Are all stewards provided with high visibility clothing that identifies their function and/or post, and carries a unique identifying number for that individual?</p>		

indicative question	question considered?	what evidence is there that the question been considered?
l. Are all stewards familiar with the ground's layout and the location of exits, emergency exits, medical facilities and amenities?		
m. Do stewards keep all gangways and exit routes clear during an event?		
n. Do stewards remain at their posts?		
o. Do stewards refrain from watching, and reacting to, the event, at all times?		
p. Do stewards deal effectively with spectators who persistently stand in seated areas?		
q. Do stewards respond positively to incidents and anti-social behaviour?		
r. Are stewards de-briefed after an event?		

B.4 Spectator accommodation – seated

indicative question	question considered?	what evidence is there that the question been considered?
a. Are tickets issued for any seats that are damaged or unusable?		
b. Are seats that offer a partially restricted view and/or are uncovered identified as such on the ticket, in order to warn purchasers in advance?		
c. Is every seat and seat row clearly and accurately identified, and does the information on the ticket correspond?		
d. Are all seats cleaned and dried before spectators are admitted to the ground?		
e. Do any segregation methods in place restrict spectator views?		
f. Do stewards respond to spectators who persistently stand in seated areas?		
g. Does the management have in place plans for stewarding spectators who migrate to seats offering cover, or closer views?		

indicative question	question considered?	what evidence is there that the question been considered?
h. Do the stewards ensure that gangways are kept clear of spectators?		
i. Have all exit and emergency exit routes been checked?		
j. Have all exit doors and gates been checked to ensure that they open without difficulty?		
k. Does the signage for all exit and emergency exit routes meet best practice as outlined in Chapter 16 of the <i>Guide</i> ?		
l. Has the condition of all stairways been checked for their slip resistance, the presence of any trip hazards, and the adequacy of lighting?		

B.5 Spectator accommodation – standing

indicative question	question considered?	what evidence is there that the question been considered?
a. Do management monitor the number of spectators entering an area of standing accommodation, or who migrate from one area to another, to ensure that the capacity of that area is not exceeded?		
b. Do the stewards ensure that gangways are kept clear of spectators?		
c. Are there procedures in place to ensure that spectators are safely distributed throughout the area?		
d. Where there is only partial cover, are there stewarding procedures in place to ensure that overcrowding does not occur during wet weather?		
e. Does the management have in place procedures for safeguarding children and vulnerable adults in an area of standing accommodation?		
f. Are all signs in the stand area sufficiently clear, elevated and illuminated?		

indicative question	question considered?	what evidence is there that the question been considered?
g. Have there been any incidents of crowd disorder or anti-social behaviour that raise safety concerns on a regular basis?		
h. Have all means of escape and emergency exit routes throughout the ground been checked?		
i. Have all exit doors + gates been checked to ensure that they open without difficulty?		
j. Does the signage for all exit and emergency exit routes meet best practice as outlined in Chapter 16 of the <i>Guide</i> ?		
k. Has the condition of all stairways been checked for their slip resistance, the presence of any trip hazards, and the adequacy of lighting?		
B.6 Safety procedures and systems		

indicative question	question considered?	what evidence is there that the question been considered?
a. Are there systems in place that count and record accurately the number of spectators entering the ground?		
b. Is the management's <i>Operations Manual</i> up to date and in order?		
c. Does the <i>Operations Manual</i> detail all inspections and tests to be carried out to structures, circulation routes and installations?		
d. Are detailed risk assessments undertaken for each event, to determine the number, location and duties of safety personnel?		
e. Is there a defined management structure for supervising event day arrangements?		
f. If police are to be present at an event, is a <i>Statement of Intent</i> in place outlining the respective responsibilities of the ground management and the police?		
g. Has a Medical Needs Assessment been carried out?		
h. Is there a <i>Fire Safety Plan</i> in place?		

indicative question	question considered?	what evidence is there that the question been considered?
i. Is there an on-site traffic management plan?		
j. Are all records of pre and post-match safety checks complete, up to date and readily accessible?		
k. Is the location, nature and cause of all incidents that may affect the safety of those at the ground recorded in a log book, and are these, together with any complaints, subsequently followed up?		
l. Are records kept of post event briefings, and who is responsible for acting upon any issues arising?		
m. Are communication systems sufficient and are staff/stewards trained in the use of the communication equipment?		
n. What contingency plans have been prepared by the club for dealing with both major and minor incidents? Are these reviewed annually and have they been agreed with the certifying authority and emergency services?		
o. When and how were contingency plans last tested, and were the lessons learnt acted upon?		