

Safety Essentials



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Foreword

The Sports Grounds Safety Authority (SGSA) is committed to continuously improving safety at sports grounds. Our aim is to ensure everyone can enjoy live sport safely.

We support some of the largest sports grounds in the world, who have established safety processes and procedures in state-of-the-art facilities. But we also work with much smaller grounds, which operate on a much lower scale. Safety is equally important at all venues, whether large or small.

This guidance has been put together to provide an overview of safety at sports grounds. For the first time, we outline the five fundamental elements of safety, and provide an introductory explanation of what they mean. We also provide references to where more detailed and comprehensive information can be found, in our other guidance materials.

Lord Justice Taylor in his Inquiry following the Hillsborough Disaster in 1989 wrote complacency is the enemy of safety". This is something that anyone involved in crowd management should be mindful of. The challenges we face today may not be the same as those as the 1970s and 80s. However, there is a risk attached to every event. Those involved in sports grounds safety must be continuously mindful of the ever-changing environment and risks for crowd safety. The guidance in this document will help to identify these and support the safe enjoyment at grounds.

Martyn Henderson OBE

Chief Executive

Sports Grounds Safety Authority

1.0 Introduction

1.1 Purpose of this guidance

This guidance aims to provide an introductory summary of the essentials of sports grounds safety. It is not a comprehensive representation of all issues. However, it provides an overview of some of the fundamental principles of safety and where further information and tools can be found.

This document should be used proportionally, based on the individual ground and/or event. It is not expected to be followed to the letter, but instead should be used to improve awareness of sports grounds safety.

1.2 About the Sports Grounds Safety Authority

The Sports Grounds Safety Authority (SGSA) is the UK Government's advisor on safety at sports grounds and a world leader in safety. We provide independent, expert advice, based on three decades of experience in making football in England and Wales a safe and enjoyable experience for spectators. We use our experience to advise and support other sports and related industries in the UK and internationally.

Put simply, our purpose is to ensure sports grounds are safe for everyone.

Our expert team of Inspectors provide first-rate support and advice based on their collective knowledge of areas including engineering, policing, emergency planning and facilities management. We support clubs and grounds, sports bodies, governments, architects and engineers to minimise risk and help deliver safe events for all.

a. Regulatory role

Our regulatory role is to:

- i. issue licences to the 92 Premier League and English Football League grounds, along with Wembley and, as necessary, the Principality Stadium to allow them to permit spectators to watch football matches; and
- ii. oversee local authorities in their duties to sports grounds safety and safety certification.

b. Set standards

We set safety standards through our internationally recognised best practice guidance, including the Guide to Safety at Sports Grounds (Green Guide) and its supplementary guidance, which is used to build and develop sports grounds around the world.

c. Advisory role

We provide safety advice and support to other sports both in the UK and internationally. This includes:

- i. Strategic advice, including diagnosing physical infrastructure and safety management risks to existing, new and refurbished sports grounds.
- ii. Proactive action planning to enable sports bodies/grounds to develop and enhance spectator safety.
- iii. Bespoke training and scenario planning packages.

The SGSA is funded by the Department for Culture, Media and Sport.

1.3 Guide to Safety at Sports Grounds (Green Guide)

The Guide to Safety at Sports Grounds (also known as the Green Guide) is the world's foremost guidance on the building, planning and management of safety at sports grounds.

A fundamental principle of the Guide is that responsibility for *all* people present in a sports ground lies at all times with the ground management. It also emphasises that safety at sports grounds is achieved by establishing a balance between good management and good design.

The Green Guide details how to calculate a ground's safe capacity, outlining how to calculate the entry, holding, exit and emergency exit capacities. It also details the requirements for the safe movement of people in, out and around the sports ground, including:

- Circulation – ingress, egress, vertical circulation and concourses;
- Structures and installations – barriers and separating elements and spectator accommodation (both seated and standing);
- Importance of effective systems – communications and control issues and mechanical and electrical installations; and
- Specific issues – fire safety, medical and first aid provision, and media provision.

To support the Green Guide, a number of freely available annexes and worked examples have been created to provide additional detail on certain issues:

- Annex A – P Factor Indicative Questions;
- Annex B – S Factor Indicative Questions;
- Annex C – Guidance on Colour Vision Deficiency;
- Annex D – Demountable Structures Checklist;
- Annex E – Medical Room Checklist; and
- Capacity calculation worked examples for football, rugby, cricket and racecourses.

All of these can be found on the [SGSA website](#).

The Green Guide is supported by supplementary guidance:

- Supplementary Guidance 01: Safe Standing in Seated Areas; and
- Supplementary Guidance 03: Event Safety Management.

(To note, Supplementary Guidance 02 was created to calculate capacity using social distancing during the COVID-19 pandemic.)

The Green Guide is updated periodically, usually around every 10 years. The latest, sixth edition, was published in October 2018.

The next edition of the Green Guide is due for publication in around 2028.

1.4 **Supplementary Guidance 03: Event Safety Management**

The Supplementary Guidance 03: Event Safety Management (SG03) provides a comprehensive overview of the planning and delivery of safe events.

It emphasises that safety management seeks to ensure that *all* people present at an event not only are safe but also that they should have sufficient confidence in the safety management operation to feel safe.

The core elements of event safety management are brought together in this guidance, including:

- Management responsibilities;
- Safety personnel, including the safety officer and stewarding;
- Conducting risk assessments and contingency planning;
- Incident management; and
- Developing an Operations Manual and Event Day Plan.

Importantly, the guidance builds on ideas and concepts within the Green Guide, for example Zone Ex.

A number of annexes and templates have been produced to support the SG03: Event Safety Management document:

- Annex SG03 A – Safety Officer Continuing Professional Development
- Annex SG03 B – Exercise Planning
- Annex SG03 C – Control Points
- Annex SG03 D – Recording of Tests and Inspections Templates
- Annex SG03 E Event data spreadsheet sample
- Template CPD Record
- Template Planned Preventative Maintenance Schedule
- Template 48 hours Pre-Event Inspection
- Template Event Day Inspection
- Template Risk Assessment Form

These are freely available to download from the [SGSA website](#).

2.0 Fundamentals of safety at sports grounds

2.1 Key principles of spectator safety

Regardless of the size of the venue or the activity taking place, there are five key principles for spectator safety:

a. Responsibility to keep *all* people safe

For all individuals involved in the management, organisation or hosting of an event, whatever their role, whatever the nature of the event, wherever the event is staged, the safety of *all* people present must take precedence over every other concern.

'All people' includes not only spectators or audience members but also players, athletes, participants and performers, competition officials, venue staff, event staff, representatives of the emergency services, representatives of the media, and indeed any individual who is in attendance at the event, in whatever role.

b. Understand the safe capacity

At its most basic level, one of the first issues for any venue management and/or event organiser to consider is the capacity of the sports ground and its suitability for accommodating the anticipated attendance numbers.

No sports ground, or section within it, including those areas where people queue to gain entry, or congregate for amenities, or disperse, can be considered safe if there are more people present – and that includes all people, not only spectators – than that area can accommodate safely.

c. Assess the risks involved

Event safety management is, in essence, about the management of risk.

More specifically, managing risk is one of the principal means by which venue management and/or event organisers can meet their responsibility to achieve a reasonable degree of safety for all people present at an event.

d. Safety management procedures are just as critical as the physical environment

Safety at sports grounds is achieved by establishing a balance between good management and good design.

In this respect, safety cannot be achieved simply by ensuring that individual components of a ground – such as stairways, gangways, seated areas or terraces – are satisfactory in themselves. The inter-relation of these and

other components, such as concourses and CCTV systems, is critical. None can be treated in isolation without consideration of the effect its design and management has upon other components. They should all be compatible and combine to form a balanced unit.

Furthermore, good management will not necessarily compensate for poor design, or vice versa.

e. Safety cannot be achieved in isolation

Whilst the responsibility for safety in a sports ground rests with the ground management, it cannot be achieved by the ground alone – no venue or event exists in isolation. It requires the participation and co-operation of numerous agencies and stakeholders, depending on the sports ground and the event. This is what is meant by implementing an integrated approach to safety.

A key factor of this is the need for grounds, and wider stakeholders, to consider Zone Ex – that is the areas outside of the ground, but which may have an impact on the safe ingress or egress of spectators. In most locations the routes or areas that make up Zone Ex fall outside the legal jurisdiction of the venue management and/or event organiser, it is nevertheless incumbent upon them to ensure that all safety, security and service arrangements within that zone are integrated, co-ordinated and agreed by all key stakeholders prior to the event.

2.2 Safety, security and service

It is widely acknowledged that the delivery of a safe event is achieved by adopting an integrated and balanced approach towards the core elements of safety, security and service, as advocated by the Council of Europe. In brief, these are:

- a. Safety.** Protecting the health and well-being of individuals and groups inside or outside in the vicinity of the sports ground.
- b. Security.** Preventing, reducing the risk and/or responding to any violence or other criminal activity or disorder committed in connection with the event.
- c. Service** (or non-safety critical roles). Making individuals and groups feel comfortable, appreciated and welcome when attending an event.

2.3 Safety key roles

No matter how basic or sophisticated the sports ground, or how technologically advanced the safety systems in place (CCTV coverage, communications network, alarm systems and so on) it is the competency and capacity of the venue's human resources that will ultimately determine the quality of the safety management operation. This includes:

- A senior executive with overall responsibility for safety.
- A safety officer to plan and oversee the event day operation.
- Supervisory stewards to form a link in the chain of command between the Safety Officer and all other stewards.
- Stewards performing locational or functional roles.
- A named individual with a responsibility for security.
- Event attendants carrying out non-safety critical roles.

3.0 Calculating safe capacity

3.1 The importance of calculating a safe capacity

At its most basic level, one of the fundamental principles of sports grounds safety is for any venue management and/or event organiser to consider is the safe capacity of the sports ground and its suitability for accommodating the anticipated attendance numbers.

No sports ground, or section of it, including those areas where people queue to gain entry, or congregate for amenities, or disperse, can be considered safe if there are more people present – and that includes all people, not only spectators – than that area can accommodate safely.

Hence the Green Guide's principal objective is the assessment of how many people can be safely accommodated within a venue whilst it is hosting an event. Chapter 2 of the Green Guide outlines the full details on how to calculate a safe capacity.

The safe capacity should be conducted by a competent person – that is someone who has the sufficient training and experience to conduct the assessment. However, it is important for those involved in the safety management of a venue to have an understanding of how the safe capacity is calculated. This section provides an overview of the following components needed to be considered:

- a. Entry capacity (see [Section 3.2](#));
- b. Holding capacity, including (P) and (S) Factors (see [Section 3.3](#));
- c. Exit capacity (see [Section 3.4](#));
- d. Emergency exit capacity (see [Section 3.5](#)); and
- e. Final capacity (see [Section 3.6](#)).

Once the final capacity of a section, or of the whole ground, is determined, in no circumstances should a larger number of spectators be admitted.

If that final capacity is lower than the level management ideally requires, it can only be raised after the necessary remedial work has been completed, and/or the quality of safety management improved, and after the area in question has been re-assessed by a competent person.

To support the understanding of how a safe capacity is calculated, the SGSA has developed the following supporting materials:

- [Capacity calculations worked examples](#) for football, rugby, cricket and racecourses;

- [\(P\) Factor indicative questions](#); and
- [\(S\) Factor indicative questions](#).

The SGSA has also published a [short video explaining how to calculate capacity at a sports ground](#).

3.2 Entry capacity

The entry capacity is the number of spectators who can pass through all the entry points or turnstiles serving the sports ground, or a section of the sports ground, within a period of one hour.

It is calculated using a standard flow rate, as detailed within the Green Guide.

3.3 Holding capacity

The holding capacity is the number of spectators that can be safely accommodated in the viewing accommodation of the sports ground, or in a specific section.

a. Seated accommodation

In the case of seats, this will be determined by the actual number of seats, less any that cannot be used safely owing to seriously restricted views or inadequate condition.

b. Standing accommodation

In the case of a standing area, this will be determined by several factors, including an assessment of the space available and the appropriate density measure, crush barrier strengths and layouts and any seriously restricted views.

c. (P) and (S) Factors

For both seated and standing accommodation, the holding capacity will also be assessed according to its physical condition (also known as the (P) Factor and the safety management of that area (the (S) Factor).

A single (P) factor and a single (S) factor should be set for each separate area of the spectator viewing facilities.

To help in the assessment of (P) and (S) factors, it is recommended that each should be given a numerical value. This value should be quantified as a factor of between 0.0 and 1.0, as demonstrated in the examples below:

- Where the physical condition of the viewing accommodation is of a high standard, a (P) factor of 1.0 should be applied.
- Where the physical condition is extremely poor, a factor of 0.0 should be applied (which, as explained below, would have the effect of imposing a zero capacity on the area).

The same considerations should then be made in respect of the safety management competence with the same outcome applied.

- An intermediate assessment might result in, for example, a (P) factor of 0.6, or perhaps an (S) factor of 0.8.

This lower number of 0.6 should then be multiplied by the capacity identified for the seated/standing accommodation, as identified in points (a) and (b) above. The lower number should then be noted as the holding capacity for the section of a ground or ground as a whole. Examples demonstrating this calculation are included in the [capacity calculation worked examples](#) available on the SGSA website.

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) and (S) factors. Instead, the assessment should reflect a considered and reasonable overall judgement of the physical condition or safety management of the area in question.

Again, the (P) and (S) Factor evaluation should be conducted by a competent person. To support this, the SGSA has provided examples of the type of indicative questions that need to be addressed when conducting this assessment. These are available at [Annex A and Annex B of the Green Guide](#), and are freely available on the SGSA website.

3.4 Exit capacity

The exit capacity is the number of spectators that can safely exit from the sports ground, or from a section of the sports ground, under normal conditions. The calculations should take into account whether the exit route is flat or stepped.

In addition, it should be calculated based on the exit width of the narrowest point, for example this may be a vomitory or staircase leading to the final exit, rather than the width of the exit gate itself.

3.5 Emergency exit capacity

The emergency exit capacity is the number of people (that is, spectators and all other people present) that can safely exit from the sports ground, or section within it, under emergency conditions to a place of safety within a set time. The determination of that set time is based on an assessment of the levels of fire risk present throughout the exit route.

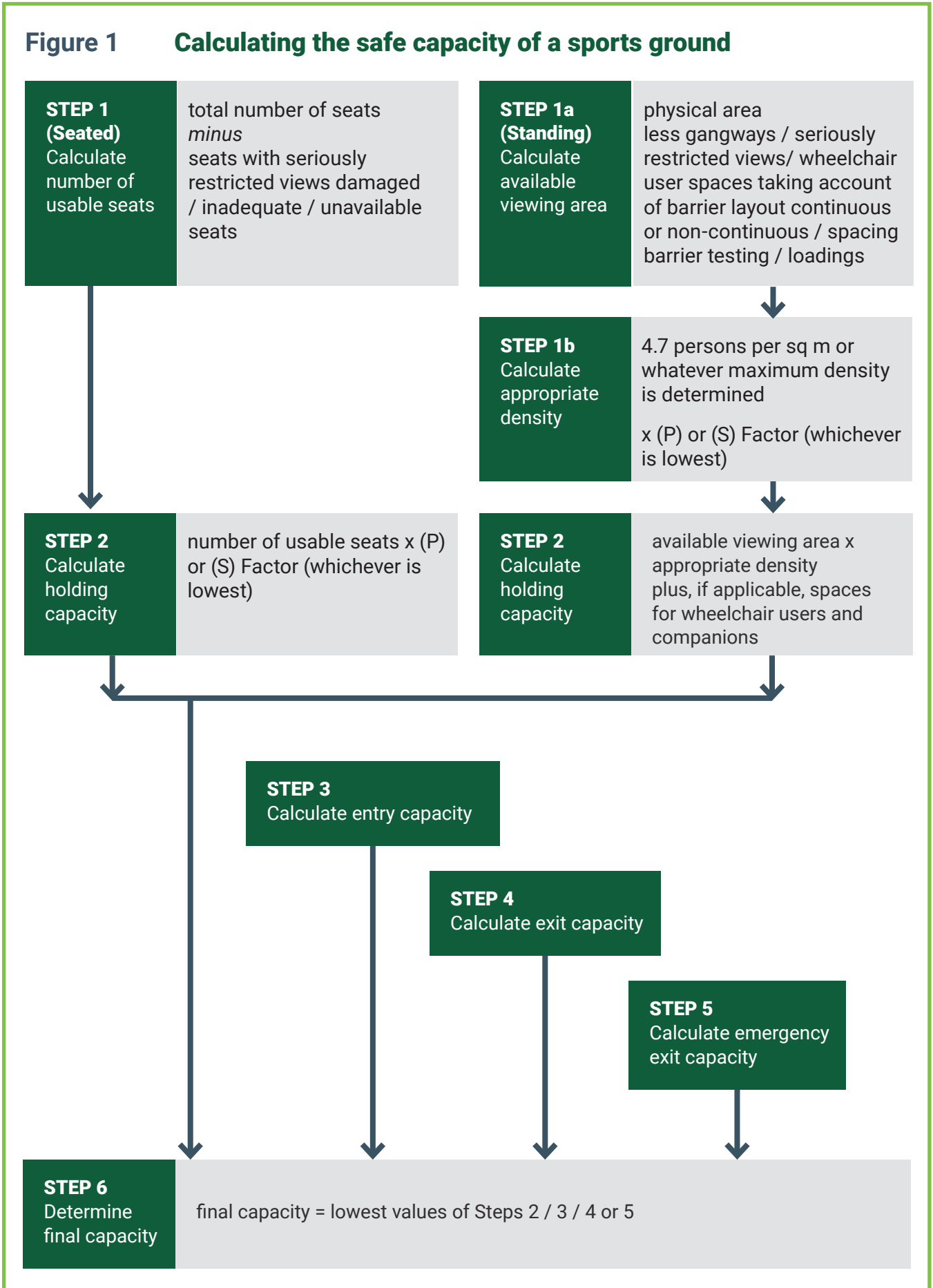
Similar to the exit capacity outlined above, the calculation for exiting under emergency conditions should take into account whether it is a flat or stepped route, along with the consideration of any parts of the exit route where narrowing of widths are found.

3.6 Final capacity

Having calculated each of the above figures, the final capacity of the sports ground, or section of it, will be determined by whichever is the *lowest* figure of the above four factors.

Figure 1 overpage outlines this.

Figure 1 Calculating the safe capacity of a sports ground



4.0 Risk management

4.1 Importance of risk management

Event safety management is, in essence, about the management of risk.

More specifically, managing risk is one of the principal means by which venue management and/or event organisers can meet their responsibility to achieve a reasonable degree of safety for all people present at an event.

The management of risk requires the following:

- a. A deep understanding of, and familiarity with, the venue and the event in question.
- b. An understanding of the relationship between a hazard and a risk – a hazard is something that has the potential to cause harm. A risk is the likelihood that a hazard will cause actual harm.
- c. An understanding of how to respond to threats – a threat is an intention to cause harm; be it physical harm to a structure or person, or financial, reputational or cyber harm.
- d. The competence and capacity to conduct a series of risk assessments, and subsequently to draw up operational plans based upon the results of those assessments.
- e. The knowledge and resources to recognise the point at which a non-critical incident – one that would normally be managed under standard operational procedures – escalates to become a critical incident, at which point it may be necessary to implement a contingency plan.

It is stressed that no other forms of risk management should take precedence over the safety of all people present. For example, no event should be staged, nor, once started, continued, despite known safety risks, purely in order to avoid financial losses, to avoid breaking commercial arrangements, or to avoid potential reputational damage to the hosts or visitors.

4.2 Risk assessments

Risk assessments generally fall into one of the following five main categories:

- a. **Standard, or generic risk assessments:** conducted to consider potential incidents, hazards or threats when the venue is in standard operational mode.

This type of risk assessment is typically drawn up before the start of a season at venues which stage the same sport or type of event on a regular basis. It will, however, need to be supplemented on an event-to-event basis by the following.

- b. Event specific risk assessments:** conducted to consider potential incidents, hazards or threats arising from the specific event in question, also when the venue is in standard operational mode. Even if standard or generic risk assessments have been completed, as outlined in (a) above, no two events are identical. Each might attract a slightly different demographic, or take place at a different time of the day, or year, or in different circumstances or in different weather conditions. Therefore, an event specific risk assessment is critical.
- c. Dynamic or ongoing risk assessments:** to consider incidents or hazards that emerge, or threats that are identified, during the event planning cycle.

Any risk assessment, it is recognised, can reflect conditions or circumstances only at the time the assessment is conducted. Clearly therefore, as conditions or circumstances change, as incidents occur, as hazards arise, or as threats are identified, it will be necessary to conduct a further, dynamic risk assessment to determine whether further controls or mitigation measures, or changes to standard operational procedures, will be necessary.

- d. Statutory risk assessments:** as required under local or national legislation, for example, in relation to:
 - i. health and safety;
 - ii. fire safety;
 - iii. medical provision; and
 - iv. equality and inclusivity.
- e. Risk assessments carried out by external agencies:** events are often graded or categorised by external agencies or emergency services, such as the police, in order to ascertain their own resourcing levels. Third party contractors such as broadcasters and caterers should also provide their own risk assessments.

Although the ultimate responsibility for commissioning risk assessments lies, as always, with the venue management and/or event organiser, all risk assessments must be conducted by competent persons with the appropriate skills and experience.

Furthermore, risk assessment is not an exact science because different people and organisations perceive risk in different ways. It is therefore good practice for risk assessments to be reviewed by a group of people in consultation, rather than by a single individual.

4.3 Risk assessment headings

Owing to the diverse scale and complexity of venues, and the diverse characteristics of events, it is not possible to provide a comprehensive list of all the incidents, hazards and threats that may need to be considered when conducting risk assessments. The majority will, however, fall under the following headings.



Note that this list is not offered in an order of priority, and that it is the responsibility of the venue management and/or event organiser to assess the risks from any additional incidents, hazards or threats that may pertain to the venue, event or the context in which it is to be staged.

- a.** Venue, including structures / physical environment / overlay.
- b.** Event, including its specific characteristics / hazards arising from the activity.
- c.** People including the anticipated audience / staffing issues.
- d.** Systems and services, including power supplies / communications / digital networks.
- e.** Security, including threat levels / accreditation procedures / crime and disorder.
- f.** Fire, including ignition sources / fuel storage / exit routes / means of escape.
- g.** Weather, including extremes of temperature / wind / migration of spectators.

Chapter 5 of SG03: Event Safety Management outlines comprehensive information on risk management.

5.0 Physical environment

5.1 Overview

As highlighted at [Section 2.1](#), good safety is achieved through a balance of the physical environment and safety management procedures.

The Green Guide outlines full details about the physical environment and the requirements for a safe sports ground. This section highlights some of the fundamental points.

All structures at sports grounds should be safe, serviceable and durable at all times during their use, and where necessary, fire-resistant. They should comply with statutory requirements, including those for health and safety at work

5.2 Planned preventative maintenance schedule

Clearly it is vital for the safety of all people on event days and non-event days that all structures, mechanical and electrical installations, and components at a venue – including those forming part of the overlay – are properly maintained. Equally important is that those carrying out the maintenance are competent: that is, they have the appropriate qualifications, skills and experience, including a thorough understanding of the maintenance procedures in question.

It is also essential that records of all maintenance procedures, tests and inspections are retained for reference and audit purposes. Accordingly, the venue management should prepare and maintain a Planned Preventative Maintenance Schedule.

As stated in Section 17.2 of the Green Guide, the existence of such a schedule helps to demonstrate that the venue management is taking its responsibilities seriously. Moreover, the quality of its performance in this regard may be taken into account when the (P) factor at the venue is being assessed.

By adopting this proactive approach, management should be able not only to reduce its long-term costs, but also reduce any potential liabilities arising from damages or faults.

5.3 Control point

Regardless of the type or size of an event, it is the responsibility of the venue management and/or event organiser to provide a control point (sometimes called the control room). This may also be known as the event control room. Such a facility should form the hub of the safety management team's command, control and communications network during an event.

A control point's personnel and equipment should be able to fulfil the main functions, including:

- a. to monitor the safety of all people present inside the ground and its immediate vicinity;
- b. to monitor spectator numbers during ingress;
- c. to co-ordinate responses to specific incidents and emergencies;
- d. to provide, if required, a monitoring facility for the emergency services;
- e. to monitor anti-social behaviour and crowd disorder;
- f. to assist the management in the staging of events;
- g. to record and log all radio communications;
- h. to record all decisions made and instructions issued during the event; and
- i. to monitor the ground's fire detection and alarm system via a master panel.

To achieve this, the control point should include access to life safety systems, such as:

- CCTV cameras;
- PA systems;
- Communication systems; and
- Emergency lighting.

The Green Guide and SG03: Event Safety Management (in particular Annex C – Control Points) provide detailed information on this.

5.4 Accessibility

Attending events at sports grounds is an integral and vital part of our culture and tradition. Grounds vary greatly in capacity from a few hundred to many that host tens of thousands of spectators. But common to all is the need to provide well designed, managed and operated facilities that meet the expectations and demands of disabled spectators, all of whom wish to experience and enjoy the thrills and excitement that sports matches can deliver.

The principal legislative requirements can be found in the Disability Discrimination Act 1995 and the Equality Act 2010. Published guidance is available which brings together the background information central to designing and providing facilities for disabled spectators at grounds and provides an invaluable source of information and guidance for sports grounds, management, designers and access consultants. The provision of such facilities does not have to cost the club much in terms of investment in facilities. Grounds should continue to strive to meet all the aspirations of their disabled supporters so that fans can enjoy an equal experience at live events and that grounds are fully accessible and inclusive with a focus on making all supporters' services equal and inclusive.

With the support of [Level Playing Field](#), the SGSA has developed the Accessible Stadia document and Accessible Stadia Supplementary Guidance as a benchmark of good practice for new and existing sports grounds. It offers practical, clear

solutions that will help deliver high-quality grounds with facilities and services that are accessible, inclusive and welcoming for all. Both of these can be found on the [SGSA website](#).

The information contained in these publications is intended to provide useful guidance, but is not a definitive statement applicable to all circumstances. Independent professional advice should be obtained before taking any action or from refraining from taking any action on the basis of this information.

It concentrates upon design and provision for disabled spectators at stadia and their particular needs, the removal of physical barriers, facility improvements at existing stadia and well considered design solutions at new stadia will create and provide more inclusive facilities and accessibility for all people who attend and spectate.

5.5 Fire safety

The primary objective of fire safety is to prevent the outbreak of fire, by taking steps to reduce the risk of fire and by providing and maintaining the appropriate means of both active and passive fire protection.

The other objectives of fire safety are, in the event of a fire:

- a. to mitigate its direct and consequential damage by detecting it at an early stage, and
- b. to reduce its spread by means of structural containment and by firefighting, and
- c. to alert the sports ground's safety management team and event officials so that investigation procedures and potential evacuation can be implemented immediately, and
- d. to provide escape routes for all people present at the ground to a place of reasonable safety, or a place of safety, as part of a planned evacuation procedure that does not require the assistance of the fire and rescue service.

Fire safety at sports grounds is subject to a range of statutory controls.

At grounds certified under the Safety of Sports Grounds Act 1975, terms and conditions relating to fire safety form an integral part of the safety certification process.

At non-certified grounds, regulated stands (which are covered stands with a capacity of 500 or more) are subject to the Fire Safety and Safety of Places of Sport Act 1987.

Sports grounds in England and Wales also come under the jurisdiction of The Regulatory Reform (Fire Safety) Order 2005. According to the terms of this Order the 'enforcing authority' is the local authority responsible for issuing the safety certificate under Section 1 of the 1975 Act, or under the 1987 Act.

At all other sports grounds the enforcing authority will be the fire authority.

In all matters relating to fire safety, ground management should seek the advice of competent persons, such as the local fire service.

5.6 Inspections and structural appraisals

The physical integrity of a sports ground is key throughout its lifespan. To help maintain this, the Green Guide recommends the following:

- a.** A detailed, annual inspection of all structures, installations and components (Section 5.12 of the Green Guide).
- b.** A detailed structural appraisal carried out at regular intervals (every six to ten years) (Section 5.13 of the Green Guide).

In essence, an annual inspection is a more straight forward visual, non-intrusive inspection of all structures, installations and components in the ground. Whereas a structural appraisal is a more detailed and often intrusive inspection which may include comprehensive review and testing of structural elements.

As there is often confusion between what constitutes an annual inspection and what is involved in a structural appraisal, the SGSA has outlined the difference via a guidance note, available on the [SGSA website](#).

6.0 Safety management

6.1 Overview

As outlined in [Section 2.1](#), safety management seeks to ensure that all people present at an event not only are safe but also that they should have sufficient confidence in the safety management operation to feel safe.

Safety management should never be an afterthought or an adjunct.

It is a discipline that requires forethought, focus, detailed planning and leadership, backed up by information and intelligence gathering, the co-ordination of multiple stakeholders, targeted communications, and the presence of competent staff who are appropriately trained, briefed and resourced.

The information in this section provides an overview of some of the essential elements of safety management. Full detail is provided in SG03: Event Safety Management.

6.2 Safety Officer

The Safety Officer plays a pivotal role in the implementation of the management's Event Safety Policy and, as such, should be a skilled and experienced professional who has demonstrated occupational competency for the role.

During an event, the Safety Officer should:

- a. be recognised as being in overall control of all operational matters in relation to safety management
- b. be given the authority to make any safety-related decisions without having to refer to the senior executive with responsibility for safety, the venue management or the event organiser.

Management should draw up a detailed job description, clearly setting out the role of the Safety Officer. Whichever roles are included in a Safety Officer's job description, it is stressed that the individual must not be assigned to an event if they have had no input into the safety management planning for that event.

Sections SG03 4.4 to 4.10 of SG03: Event Safety Management outline full details of the Safety Officer, including competencies, training, role and responsibilities.

6.3 Stewarding

Roles within a sports ground can be identified as safety, security and non-safety critical (often referred to as the service element to stewarding). Ground management should identify these roles and locations to best utilise the resources available to them. This may vary from event to event.

The identification of these roles is part of the Stewarding and Security Plans.

a. Safety critical roles

These focus on protecting the welfare and well-being of people at the sports ground. Safety critical roles and locations should be filled only by experienced, qualified and competent stewards.

b. Security roles

These focus on preventing/reducing the risk/responding to any violence or other criminal activity or disorder at the ground. Security roles and locations are those which require a licence from the Security Industry Authority (SIA). In-house stewards carrying out licensable activities at sports grounds are exempt from this requirement if the sports ground is covered by a safety certificate.

c. Non-safety critical/service roles

Often referred to as the service element to stewarding, these focus on enhancing the experience and comfort of people at the sports ground. These roles are focused on customer service and enhancing the experience of spectators in and around the venue. Therefore, they can be safely conducted by well-trained and briefed individuals who are not a qualified steward.

Factsheets

The SGSA has produced factsheets in relation to stewarding, to support grounds in their effective planning. These provide an easy-to-follow overview of the guidance already available in the Green Guide and SG03: Event Safety Management. The factsheets are available on the [SGSA website](#).

There are eight factsheets which each focus on a different element of stewarding and resource planning:

- Factsheet 1 Overview
- Factsheet 2 Safety, security and non-safety critical roles
- Factsheet 3 Stewarding roles and duties
- Factsheet 4 Qualifications
- Factsheet 5 Training
- Factsheet 6 SIA Stewarding Exemption for Sports Grounds
- Factsheet 7 Briefing and debriefing
- Factsheet 8 Management and HR

The factsheets are purposely short and succinct. The Green Guide and SG03: Event Safety Management provide comprehensive details on stewarding requirements, including training, briefings and management.

6.4 Event planning cycle

Planning for safety management starts with the confirmation that the event itself can be staged safely. The time taken by each stage of this cycle can vary considerably, taking months in some circumstances, and days in others.

The event cycle includes a post-event review, which allows for any necessary corrective measures to be implemented or taken into account before the next event begins.

The diagram overpage has been taken from SG03: Event Safety Management to outline the event safety management planning cycle.



6.5 Operations Manual

The Operations Manual sets out the way a sports ground operates on a daily basis. It serves two principal purposes: firstly, to act as a reference point and a prompt for key members of the safety management team during an event, and secondly, to act as a record of the event planning process, should it be necessary to review or question any of the actions taken.

As its name suggests, the Operations Manual should contain all the documents considered necessary for the safe management of the event, such as policy and planning documents, risk assessments, contingency plans, operational plans and site plans.

The range of documents to be included in the Operations Manual will vary according to the venue and the event. SG03: Event Safety Management outlines the full details of what should be included in the Operations Manual, including:

- a. The Event Safety Policy.
- b. A set of annotated site plans of the venue and its immediate environs.
- c. Generic risk assessments for:
 - i. the venue; and
 - ii. the event, including any regular pre-event activities.
- d. The Stewarding Plan, based on a staffing risk assessment.
- e. All contingency plans.
- f. The Security Plan, to include counter terrorism measures and the security of athletes, performers and VIPs.
- g. Any Memorandum of Understanding or Statement of Intent in place, for example with service providers or the police, that has a bearing on event safety management.

In every instance, the venue management and/or event organiser must consider carefully whether documents relating to any additional operational procedures should be included in the Operations Manual.

The Green Guide and SG03: Event Safety Management identifies the key requirements of each of these documents.

6.6 Event Management Plan

The final section of the Operations Manual to be prepared in advance of an event is the Event Management Plan. This single document is, in essence, a summary of all the operational procedures to be put in place for a specific event.

As with other sections of the Operations Manual, the Event Management Plan serves firstly, to act as a reference point and prompt for the safety management team, and secondly, as a record of the event planning process, should it be necessary to review or question any of the actions taken during the event.

It is stressed that the Event Management Plan is a summary. Accordingly, it should be comprehensive, easy to read and easy to access. It is therefore recommended that whether or not the document is created in a digital form, a printed copy should always be available in the control point.

7.0 Integrated approach to safety

7.1 Overview

Whilst the responsibility for safety in a sports ground rests with the ground management, it cannot be achieved by the ground alone. It requires the participation and co-operation of numerous agencies and stakeholders, depending on the venue and the event. This is what is meant by implementing an integrated approach to safety.

The stakeholders involved will vary, but are likely to include:

- a. the local authority, which might require a safety certificate and/or licence to be in place, with certain conditions, such as a limit on capacity;
- b. a sport governing body, which may impose certain requirements;
- c. the police;
- d. medical providers who will require certain access and facilities;
- e. fire service;
- f. the local highways authority; and
- g. others, such as local businesses or residents, particularly in relation to Zone Ex (see [Section 7.6](#)).

7.2 Local authority

The local authority is responsible for issuing and enforcing a safety certificate for grounds designated by the Secretary of State, and for the certification of regulated stands at non-designated grounds. This is outlined in further detail at [Section 8](#).

7.3 Police

Under standard operational conditions, police officers should not be expected to carry out safety duties during an event, or overcome any inadequacies in the venue management and/or event organiser's own safety management operation.

Where the police are present at an event, it is recommended that a Memorandum of Understanding, is drawn up. This is also known as a Statement of Intent. It should set out the division of responsibilities and functions between the two parties and make clear who will assume responsibility in particular circumstances.

The responsibility for determining the number of police personnel who will be in attendance always rests with the chief police officer. The numbers might depend on prevailing threat and risk levels.

7.4 Medical

In order to fully discharge its safety responsibilities, ground management should ensure that during events there is in place an appropriate level of medical care for all persons present at the sports ground. The level of this provision should firstly be determined by a Medical Needs Assessment, also known as Medical Risk Assessment.

As a result, the medical provider for the ground (such as St John's Ambulance or the local Ambulance Service) will be a critical stakeholder for ground management. Chapter 18 of the Green Guide provides comprehensive information of the medical requirements.

7.5 Fire

As outlined in [Section 5.5](#), a sports ground is subject to fire safety legislation. It is therefore critical that a strong working relationship with the local fire service, which can provide the expertise and advice, is established by ground management.

7.6 Zone Ex

Zone Ex is defined as consisting of those areas, either in the public domain or under private ownership, considered to be integral to the circulation and safe management of people both arriving at the venue and dispersing afterwards. Typically, Zone Ex includes routes linking the venue with transport hubs, car parking areas and local amenities. However, in every location its extent and character will differ.

These and other relevant elements and characteristics of Zone Ex must be taken into consideration when planning an event. This is because:

- a. No venue or event exists in isolation.
- b. The physical characteristics and management of Zone Ex may have a bearing upon the safe capacity of the venue.
- c. Safety management plans must balance the operational requirements of the venue and the needs of those attending the event against any impact that the event might have upon Zone

In most locations the routes or areas that make up Zone Ex fall outside the legal jurisdiction of the venue management and/or event organiser, it is nevertheless incumbent upon them to ensure that all safety, security and service arrangements within that zone are integrated, co-ordinated and agreed by all key stakeholders prior to the event

The SGSA has published an [explanatory video about Zone Ex](#).

8.0 Safety certification

8.1 Designated sports grounds

The Safety of Sports Grounds Act 1975 (the 1975 Act) defines a sports ground as 'a place where sports or other competitive activities take place in the open air, and where accommodation has been provided for spectators, consisting of artificial structures, or of natural structures artificially modified for the purpose'.

A 'designated sports ground' means those grounds with a capacity of over 10,000 (or 5,000 in the case of grounds in the Premier League or the English Football League) designated by the Secretary of State for Culture, Media and Sport as requiring a general safety certificate from the certifying authority under the 1975 Act.

8.2 Regulated stands

A 'regulated stand' is defined in the Fire Safety and Safety of Places of Sport Act 1987 (the 1987 Act) as a sports ground with a covered stand with a seated or standing capacity of 500 or more. It requires the stand to have in place a general safety certificate from the certifying authority.

8.3 Safety certificate

The 1975 and 1987 Acts outlined above require designated sports grounds or regulated stands to have a safety certificate in place. The Acts give local authorities the power to issue such safety certificates to confirm that a sports ground is safe.

A safety certificate sets the permitted capacity for a sports ground together with the detailed terms and conditions with which the ground management must comply in order to operate the sports ground at its permitted capacity.

Although the safety certificate is issued by the local authority responsibility for the safety of spectators at the sports ground rests at all time with the sports ground management. This will normally be the owner or the lessee of the sports ground.

There are two possible styles of safety certification:

a. Risk-based certificate

This sets out a less prescriptive approach under which the ground management has the responsibility to produce safety management

documents and risk assessments to secure reasonable safety at the ground and records them in an Operations Manual (see Section 6.5). The Operations Manual, once checked and accepted by the local authority, is incorporated in a schedule to the safety certificate.

b. Prescriptive certificate

This is a lengthier document and as the name suggests is a long list of prescriptive conditions that the ground management must comply with.

There are a number of grounds that have a hybrid certificate that contain aspects of both prescriptive and risk-based certificates. For example, where there would normally be detailed conditions relating to medical requirements or stewarding requirements the certificate instead refers to the plan the club has produced which is then appended to the certificate. A hybrid certificate is a good way of gradually moving over to a risk-based certificate as it can be done in stages.

The certificate covers all matches and spectator events at the ground that are detailed in the certificate as 'specified activities'. Other activities require a special safety certificate to be issued by the certifying authority.

8.4 Safety Advisory Groups (SAGs)

The Safety Advisory Group (commonly referred to as the SAG) exists primarily to provide specialist advice to the local authority so that it may effectively discharge its functions under safety of sports grounds legislation. In practice, it also provides the vital forum within which the local authority and other agencies may develop a corporate approach to spectator safety at the sports grounds concerned, while each exercising its own responsibilities. Detailed advice on the membership of SAG's, its management and the frequency of its meetings is contained in the Guidance on Safety Certification.

8.5 Guide to Safety Certification

The SGSA has published the [Guide to Safety Certification](#) to assist local authorities to identify, apply and enforce the terms and conditions that it prescribes in the safety certificate.

Although it is specifically addressed to local authorities responsible for the safety certification of sports grounds at which designated football matches are played, it will also be of value to all local authorities that issue safety certificates to sports grounds under the Safety of Sports Grounds Act 1975 or the Fire Safety and Safety of Places of Sport Act 1987.

The guidance document also provides a number of templates and checklists including:

- Model Safety Certificate;
- During performance inspection / matchday visit report; and
- Sports Ground Design Operation Variations Risk Assessment.

To support safety certification, the SGSA has developed an [explanatory video on risk-based safety certificates](#).

9.0 Specific safety issues

9.1 Overview

This section provides information in relation to specific safety issues that sports grounds may face, and details of where information can be sought for further support.

The content of this section is not exhaustive, and further details on other safety issues are regularly included on the SGSA website.

9.2 Terrorism

Whatever its size, a public venue should have appropriate measures and plans in place to protect against terrorist activities,

Sports grounds generally have effective security and safety measures in place. However, it is important not to be complacent. The Green Guide provides advice and links in relation to counter terrorism.

Ground management should have counter terrorism plans as part of the operations manual to provide protective security appropriate to that level. This is especially important during periods of heightened alert when the national terrorist threat level increases, particularly when it is raised to critical. The current national threat level for the UK can be found on the [MI5 website](#).

Training

To support the awareness of counter terrorism measures, a free online course has been developed – [ACT Awareness eLearning](#). This is available for all UK based companies, organisations and individuals.

ACT Awareness eLearning provides nationally recognised corporate counter terrorism guidance to help people better understand, and mitigate against, current terrorist methodology.

Advice

The SGSA has published general counter terrorism advice for sports grounds, available on [its website](#). Comprehensive information is available via the [Protect UK website](#).

9.3 Pyrotechnics

The SGSA has developed an education toolkit to raise awareness of the risks associated with the use of pyrotechnics and to help ensure safety officers, their safety teams, staff, players and officials at clubs are fully aware of the responsibilities around pyrotechnics. The document also compliments and reaffirms advice from the [Pyrotechnics in Stadia](#) report published by UEFA in 2016 and refreshed in 2023.

The toolkit reinforces the following key messages:

If the illegal use of a pyrotechnic does take place, those who might attempt to deal with pyrotechnic devices should follow the three-stage approach:

1. MOVE AWAY
2. LEAVE THEM ALONE
3. LET THEM BURN OUT

The full [pyrotechnics toolkit](#) is available on the SGSA website.

9.4 Crowd related medical incidents

Crowd related medical incidents can cause concern for spectators. The SGSA has published guidance which highlights some of advice and best practice that may allow all those delivering the event to ensure the most appropriate and safest incident response, whilst at the same time avoiding unnecessary disruption to the event and to those spectating.

The guidance includes a range of indicative questions that could be considered in preparing for crowd medical incidents, and ensuring that all of the stakeholders involved are aware of their roles and responsibilities.

The full [Guidance on Crowd Related Medical Incidents](#) can be found on the SGSA website.

9.5 Planning for extreme heat

As climate change begins to make extreme weather events more frequent across the world, those involved in planning for safety at sports grounds need to consider new risks. In the UK, temperatures over 40 degrees were recorded for the first time in July 2022.

This guidance draws on the experience of the extreme heat event in England in 2022 and is intended to inform the development of contingency plans for future such events. This note has two sections:

- Section 1 – considerations of risk and planning
- Section 2 – safety management indicative questions

The [Guidance on Planning for Extreme Heat](#) can be found on the SGSA website.

Useful resources and links

Sports Grounds Safety Authority

For details of SGSA guidance notes and publications: www.sgsa.org.uk

or write to: Sports Grounds Safety Authority, 10 South Colonnade, London, E14 4PU.

Guide to Safety at Sports Grounds (Green Guide): www.sgsa.org.uk/greenguide

Supporting materials: <https://sgsa.org.uk/resource/green-guide-worked-examples-and-annexes/>

- Annex A – P Factor Indicative Questions;
- Annex B – S Factor Indicative Questions;
- Annex C – Guidance on Colour Vision Deficiency;
- Annex D – Demountable Structures Checklist;
- Annex E – Medical Room Checklist;
- Calculation worked examples for football, rugby, cricket and racecourses.

Supplementary Guidance 01: Safe Standing in Seated Areas: <https://sgsa.org.uk/licensedstanding/>

Supplementary Guidance 03: Event Safety Management: <https://sgsa.org.uk/safetymanagement/>

Supporting materials: <https://sgsa.org.uk/resource/safetymanagement-annexes/>

- Annex SG03 A – Safety Officer Continuing Professional Development
- Annex SG03 B – Exercise Planning
- Annex SG03 C – Control Points
- Annex SG03 D – Recording of Tests and Inspections Templates
- Annex SG03 E Event data spreadsheet sample
- Template CPD Record
- Template Planned Preventative Maintenance Schedule
- Template 48 hours Pre-Event Inspection
- Template Event Day Inspection
- Template Risk Assessment Form

Stewarding factsheets: <https://sgsa.org.uk/stewarding-factsheets/>

- Factsheet 1 Overview
- Factsheet 2 Safety, security and non-safety critical roles



- Factsheet 3 Stewarding roles and duties
- Factsheet 4 Qualifications
- Factsheet 5 Training
- Factsheet 6 SIA Stewarding Exemption for Sports Grounds
- Factsheet 7 Briefing and debriefing
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Other SGSA guidance/information

Accessible Stadia: www.sgsa.org.uk/accessibility

Guide to Safety Certification: www.sgsa.org.uk/guide-to-safety-certification/

Pyrotechnics toolkit: <https://sgsa.org.uk/pyrotechnics-education/>

Guidance on crowd related medical incidents: <https://sgsa.org.uk/guidance-on-crowd-related-medical-incidents/>

Planning for extreme heat guidance: <https://sgsa.org.uk/planning-for-extreme-heat/>

Inspections and structural appraisals: <https://sgsa.org.uk/annual-inspection-v-structural-appraisal-what-is-the-difference/>

Other organisations

Department for Culture, Media and Sport: <https://www.gov.uk/government/organisations/department-for-culture-media-and-sport>

Level Playing Field: <https://www.levelplayingfield.org.uk/>

Protect UK: <https://www.protectuk.police.uk/>

Legislation

Safety of Sports Grounds Act 1975: www.legislation.gov.uk/ukpga/1975/52/enacted

Fire Safety and Safety of Places of Sport Act 1987: www.legislation.gov.uk/ukpga/1987/27

Health and Safety at Work etc Act 1974: www.legislation.gov.uk/ukpga/1974/37/contents

Regulatory Reform (Fire Safety) Order 2005: <https://www.legislation.gov.uk/uksi/2005/1541/contents/made>



Additional useful guidance and resources

National Cyber Security Centre – Cyber security advice:

- Cyber Essentials, www.ncsc.gov.uk/cyberessentials/overview
- Exercise in a Box, www.ncsc.gov.uk/information/exercise-in-a-box
- Cyber security for major events, www.ncsc.gov.uk/guidance/cyber-security-for-major-events
- The Cyber Threat to Sports Organisations, www.ncsc.gov.uk/files/Cyber-threat-to-sports-organisations.pdf

Centre for the Protection of National Infrastructure – Control Rooms: www.cpni.gov.uk/control-rooms

MI5 Security Services: www.mi5.gov.uk/threat-levels

Health and Safety Executive – Managing risks and risk assessment at work: www.hse.gov.uk/simple-health-safety/risk/index.htm

Action Counters Terrorism (ACT) Awareness eLearning National Counter Terrorism Security Office: <https://www.protectuk.police.uk/catalogue>

Council of Europe – Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events: <https://www.coe.int/en/web/sport/safety-security-and-service-approach-convention>

Glossary

Accessibility: in the context of event management, the suitability and readiness of a venue and its staff to meet the safety, security and service needs of people with mobility, cognitive or sensory impairments.

Area of activity: the location where the main performance / activity takes place. In relation to sport, this could be a football, rugby or cricket pitch, an athletics or cycle track, a race or golf course, tennis court and so on. For non-sport activities, it could include a concert or performance stage.

Chain of Command: the hierarchical command and communication structure of the safety management team, including the names or numbers and job titles of its members.

Circulation: the free movement of people within a venue.

Competent: a person shall be regarded as competent in an identified role where they have sufficient training and experience to meet the National Occupational Standards relevant to the tasks within that role. Competency includes an awareness of the limits of one's personal knowledge, skills or experience.

Concourse: a circulation area, covered or uncovered, that provides direct access to and from viewing accommodation, via stairways, ramps, vomitories, or level passageways, and serves as a milling area for spectators for the purposes of refreshment and entertainment, and/or provides access to toilet facilities, and which may also form part of the ingress and egress systems of the venue.

Contingency plan: a plan prepared by the management setting out the action to be taken in response to incidents, hazards or threats occurring at the venue that might prejudice public safety or disrupt standard operational procedures.

Control point: a designated room or area within the venue from which the safety management structure is controlled and operated. Also known as an 'event control' or 'control room'.

Demountable structure: a structure, whether in situ temporarily or for an extended period of time, usually consisting of lightweight components, that is designed specifically to be erected and dismantled on many occasions.

Entry point: any controlled entrance, such as a turnstile, door or gate, through which spectators enter a venue and are counted.

Emergency plan: a plan prepared and owned by the emergency services for dealing with a major incident at the venue or in the vicinity (for example, an explosion or large fire). Also known as an emergency procedure plan, or major incident plan.

Event: any event, whether it relates to sport, entertainment or any other form of gathering, to which the public is admitted. An 'event' (or 'event day') commences as soon as the first event staff enter the premises and ends only after the last event staff have departed.

Event Log: the contemporaneous record of every report received by personnel in the control point that is related to safety, security or service, together with a record of every decision, measure or instruction subsequently implemented.

Event Management Plan: A single document that provides a summary of all the operational procedures in place for a specific event.

Event specific: any document, operational plan, risk assessment or policy which relates to a specific event and forms part of the Event Management Plan, rather than to its generic equivalent in another part of the Operations Manual.

Exit: a doorway or other suitable opening giving access towards a place of safety.

Exit route: a circulation route that offers a route for spectators to a place of safety.

First aider: a person who holds a current certificate in first aid competency, issued by an organisation that meets the necessary guidelines on first aid training.



Guide to Safety at Sports Grounds (Green Guide): the Green Guide assists sports ground owners and operators to calculate a safe capacity for their venue. It is used around the world as a best practice guide for the design and management of stadiums. The latest (sixth) edition was published in October 2018.

Hazard: something that has the potential to cause harm. This could be a physical element (such as a damaged fence), a material (such as unprotected glass), extreme weather, staff shortages, infectious disease or activities taking place at the venue.

Major incident: an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.

Management: person or persons in overall control of the premises whilst people are present, exercising this responsibility either in their own right, for example, as the owner, or by delegation (of statutory duty).

Means of escape: means whereby safe routes are provided for persons to travel from any point in a building to a place of reasonable safety or a place of safety.

Memorandum of Understanding: a written agreement between the venue management and/or event organiser and one or more external parties, setting out what each party expects or requires from the other party/parties during an event, in terms of legal and operational responsibilities and boundaries, including what forms of information and intelligence can and/or should be shared. In the UK this form of document, when agreed with the police, is also called a Statement of Intent.

Near miss: an incident which has not caused any injury, damage or loss at the time, but which nevertheless had the potential to do so.

Operations Manual: a folder / digital file which comprises all of the operational plans necessary for a venue to operate in standard operational mode, supplemented by an Event Management Plan.

Overlay: the temporary installation of products (seating, tents, cabins, bridges, generators, etc.) required to stage an event.

(P) factor: the term used for the assessment of the physical condition of any area that accommodates spectators.

Place of reasonable safety: a place within a building or structure, such as an exit route or stairway, where, for a length of time – based on the fire resistance of the structure protecting the place, or any fire engineering solutions in place – people will have some protection from the effects of fire and smoke or other threats, allowing them to continue their evacuation to a place of safety.

Place of safety: a place where a person is no longer in danger from the effects of fire or other threats.

Refuge: a place of reasonable safety where a disabled person and others who may need assistance may rest, or wait for assistance, before proceeding via a fire-resisting escape route to a place of safety.

Risk: the likelihood that a hazard or a threat will cause actual harm.

Risk assessment: the identification and assessment of all reasonably foreseeable hazards and the identification of measures to mitigate the potential risks.

Risk Register: A document which outlines the strategic risks associated with an event.

(S) factor: the term used for the assessment of the safety management of any area that accommodates spectators.

Safety Advisory Group (SAG): a multi-agency group formed at local level to ensure that a venue remains compliant with the conditions of its safety certificate and with any other relevant national or international standards; typically consisting of representatives of the local authority, the venue management, the police, fire and ambulance services, the building authority and, where appropriate, supporter organisations.



Safety certificate: a certificate issued by the local authority under the Safety of Sports Grounds Act 1975, the Safety of Sports Grounds (Northern Ireland) Order 2006 or the Fire Safety and Safety of Places of Sport Act 1987, which contains such terms and conditions as the local authority considers necessary or expedient to secure reasonable safety at the venue when it is in use for the specified activity or activities.

Spectator accommodation: any area of a venue or structure in the venue provided for the use of spectators; including all circulation areas, concourses and the viewing accommodation.

Sports ground: any place where sports or other competitive activities take place in the open air and where accommodation has been provided for spectators, consisting of artificial structures or of natural structures artificially modified for the purpose.

Stadium: a sports ground where a spectator will normally watch the event from a single view point, for example at football and rugby matches, in contrast to those where spectators are likely to be ambulatory, such as at racecourses and golf courses.

Standard operational mode: the state in which an event is managed under standard operational plans, rather than contingency plans.

Statement of Intent: a management document outlining the division of responsibilities and functions between the police and a venue.

Threat: a statement expressing the intention to cause harm. This could be a threat to cause physical harm to a structure or person, financial, reputational or cyber harm to an individual or organisation. It could also be a person behaving in a threatening or suspicious manner either in person at a venue or online by sharing threatening material.

Venue: a space where an event is staged. This could be a single building, or collection of buildings or structures, whether permanent or temporary. It could also be a stadium, sports ground, racecourse, area, town square, beach or any open space.

Viewing accommodation: any area of a venue or structure in the venue provided for spectators, either seated or standing, to view the event, also referred to as Zone 2.

Zone Ex: the external zone (also known as 'the last mile') which lies immediately beyond the outer perimeter of the venue, consisting of a network of routes or areas, often leading to transport hubs, and whose management is considered key to the safe and secure arrival and departure of spectators. This area may also be referred to as 'Grey Space'.



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