This unit is about controlling and assisting the movement of spectators at events. You will learn how to support people as they enter and assist their exit from the venue. You might be involved in searching people for unauthorised items, such as alcohol, items that could be used as weapons, etc. This unit looks at the correct procedure for searching. This unit also includes caring for customers, because this forms a vital part of your role as an event steward.

You will learn how to:

- control the entry and exit of people at events
- search people for unauthorised items
- give people information and help them with other problems.
Control the entry and exit of people at events

Resources

There are various resources you might need when on duty as an events steward. Some resources are specific to certain types of event.

Most event companies will provide basic equipment, but you may need to provide some items yourself. Your company must provide you with health and safety equipment; personal protective equipment (PPE), such as a high-visibility jacket/ vest; and some protection against the elements if you will be working outside.

Table 2.1 lists the resources you might need and their purpose. Figure 2.1 shows a typical resources checklist that you might be given for an event.

<table>
<thead>
<tr>
<th>Resource</th>
<th>Received (signature)</th>
<th>Returned (signature)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steward’s handbook</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notebook and pens</td>
<td></td>
<td>To be retained by the steward</td>
</tr>
<tr>
<td>Radio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-visibility vest and/or jacket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boots</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposable gloves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterproof jacket and trousers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gloves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Torch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earplugs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First aid kit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1: An example of a resources checklist

Key terms

Colleagues – the people you work with (those working at your own level and your managers)

Emergency – any situation that immediately threatens the health and safety of spectators, staff or yourself (for example, fires, bomb threats, etc)

Event – any type of public event (for example a sporting event or musical performance, etc)

Resource – the equipment you need to help you in your duties

Venue – the place where an event takes place
When you have been given your equipment, you will need to check it. Before you sign for it, you need to make sure that everything is working properly and is fit for purpose. For example, turn the radio on, select the correct frequency, speak into it to send a test message, and listen to the reply. Look through the handbook, so that you know what is in it. Write down any key information into your notebook.
Standards of behaviour and appearance

You need to be immediately identifiable as a steward so wear the correct uniform at all times. This includes your high-visibility vest and your identification badge. Customers will then know they can approach you if they have any questions or problems.

- Look and act professionally. It should be clear that you are in control of the situation.
- Be calm and assertive, but not aggressive. The spectators need be able to approach you if they want information or have a problem. Try to make them feel at ease by matching your words, tone and body language to the customer. Treat them equally and with respect.
- Use safety equipment to control the entry and exit of people. For example, you can use signs, barriers, steward cordons and loud speakers (if necessary and appropriate).

Think about it

What type of PPE might you require as an event steward at:

a) a rugby match in November?

b) a music festival in summer?

Greeting people

When the public see you first at a venue, it is really important that you use your customer care skills well. You want their visit to the event to be pleasant and enjoyable.

Make the people in the queue feel welcome. Greet them in a friendly manner. Ask how you can help in a courteous, non-threatening, way. For example, ‘How can I help you Sir/Madam?’ Take responsibility for any enquiry made to you and do all you can to resolve the issue. Try to maintain a positive, ‘can-do’ attitude throughout your conversation.

You will be dealing with all types people at an event. They will have many different problems. They are your customers, so deal with their problem, or provide them with the information they have requested, with courtesy and respect.
In a conversation, active listening is a very valuable skill. You will need to practise doing it carefully. If you listen properly, you will learn to hear what people are actually saying, and not what you want to hear, or just part of it.

- Listen to the actual words and check with the speaker, to make sure that you understand what their needs are. If you listen properly to your customer, it will make you look much more professional in your job and you will be more effective.

- Concentrate on the person and and try not to be distracted by what is going on around you. Let them know that you are listening and encourage them to continue, by acknowledging what they are saying.

- You may need to ask questions, or even summarise, to clarify what they have said.

- You need to show the speaker that you have not only been listening, but you also understand their issues, and are therefore willing to solve their problem.

### Designated area

At an event you are a member of a team, with responsibility for a specific area, where you will be positioned. This is called your **designated area**.

These designated areas, where stewards are usually placed, are:

- car park
- ticket barrier
- gate
- turnstile
- box office
- queue control barrier.

When you arrive at your designated area, you will need to:

- check the area to ensure it is safe (for example, no wet floors or dangerous wiring)
- check that the safety equipment is in place (for example, fire extinguishers), and that the turnstiles are working properly
- search the area to ensure there are no suspicious packages.

If your designated area is where people enter or exit from a venue, you will have specific roles to perform. For example, you might be required to:

- meet and greet people
- check tickets
- send people to the appropriate area (e.g. VIP area or specific stands)
search people

refuse entry to people.

The entry and exit procedures will vary depending on the type of event.

A football match will have queues, turnstiles and ticketed entry. People may start to arrive up to two hours before kick off and their entry, and may be given permission to enter the grounds then. The exit from a football event is usually much quicker – it might take only 30 minutes for everyone to leave to the venue itself. However, it will probably take much longer for them to leave the car park and surrounding areas due to congestion.

A large exhibition centre will probably have a surge of people trying to gain entry at the opening time (for example, 9am). It might then have a constant stream of people arriving throughout the day, and exiting at various times. There are often few people left at the end of the day at an exhibition centre, so there is unlikely to be such an issue with the car park!

How would you deal with this type of situation and its potential risks?

Admitting and refusing entry

Most people who attend an event arrive in good spirits and are there to enjoy the occasion. Even so, all these people will have different needs. When dealing with the majority of public you should try to maintain a calm but authoritative manner. However, you will need to adapt your style, depending on the type of person and situation you are dealing with (as shown in the Table 2.2 below). Some people may even see the event as an opportunity to commit offences or behave unsociably.
The safety and security of all people who attend or work at an event is paramount. There are often standards and rules to govern what people can and cannot do within a venue. There will also be restrictions on what objects they can take into the venue.

If your role at an event is to control the entry of people, then you will need to know what the rules and procedures are on entry to that particular venue. These procedures might involve requesting people to leave certain property in an office until they leave (such as cameras), or confiscating other property (such as fireworks, flares, smoke canisters, knives, bottles, glasses, cans, poles) and any other items that could compromise public safety.

Football Grounds have strict regulations set by the Football Association relating to people who attempt to enter with any of these unauthorised items. Stewards have the authority to refuse entry, confiscate items and eject people from the ground.

Entries and exits at venues should be carefully monitored at all times to ensure both your safety and the safety of the public. **Monitoring** is carried out by your colleagues (who will be part of your team, and include your supervisor), and by those who work in the control room. The control room may be observing your area using close circuit television cameras (CCTV).

Event venues are on private property, unless they are in a public place (such as a street). The venue owners, organisers and promoters of the event will produce procedures to outline how they people should behave.

<table>
<thead>
<tr>
<th>Type of people</th>
<th>How to deal with them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendly, excited, cooperative</td>
<td>Match their energy attitude and behaviour</td>
</tr>
<tr>
<td>Uncooperative, unfriendly</td>
<td>Actively listen and empathise</td>
</tr>
<tr>
<td>Emotional</td>
<td>De-escalation – dynamic risk assessment</td>
</tr>
<tr>
<td>Intoxicated</td>
<td>Assertive with humour (dynamic risk assessment), depending on how intoxicated, may need to refuse entry</td>
</tr>
<tr>
<td>With particular needs</td>
<td>Professional approach – treat in the same way as you would with others, depending on the particular need. For example, for a wheelchair user you will need to sort out access and egress. Talk at their height level and use eye contact. Take the lead from that person or their carer, and ask how you can assist rather than making assumptions</td>
</tr>
<tr>
<td>VIP’s</td>
<td>Professional approach – treat in the same way as you would with others, depending on the type of person.</td>
</tr>
<tr>
<td>With limited understanding of English</td>
<td>Actively listen, check their understanding, and be patient</td>
</tr>
</tbody>
</table>

**Table 2.2: Different types of people and how to deal with them**
There are laws that cover trespass on private property. These laws are the basis on which authorised people (who act on behalf of the organisers) are able to refuse entry to people who do not comply with the conditions of entry.

When people attend an event, they are entering private property through a ‘controlled situation’ (i.e. signs, tickets, stewards, etc). In doing this, they are agreeing to the conditions that apply to the venue or event. This is the law of contract.

In Football, the ground regulations constitute the contract; so if a person refuses to comply, they can be refused admission and/or be ejected from the event. In some cases, people can be arrested (for example, if they commit an offence of public disorder or racism).

When enforcing relevant legislation, the first approach should always be to seek the customer’s cooperation. A firm, but polite, approach must be used at all times. The words ‘please’ and ‘thank you’ should be the ones used most in this situation.

Sometimes people will attempt to enter an event illegally (usually to avoid payment). Some of the most common methods are outlined below.

They may use unauthorised entrances. The recognised and legal entry into any event is through an approved and easily recognisable entrance, and usually there are queues, and stewards checking tickets and bags. Sometimes people will attempt to gain entry into an event without being authorised, for example,
through a hole, or jumping over a fence. If you discover people who are attempting or have entered an event via an unauthorised route, these people need to be ejected. Under such circumstances, you should inform a supervisor immediately. You should report as many details of the person as possible (for example, height, clothes, direction travelled). You may assist in the ejection, if required, but you should not eject a person without a supervisor present. Once again, depending on the circumstances and the venue, this is likely to be an SIA (Security Industry Act) licensable activity.

The following are some of the other methods that people may try to use to gain unauthorised entrance:

- They may offer an incentive such as money or gifts, to avoid the correct procedures. This is a criminal act. You should report this to your supervisor immediately.

- They may use or attempt to use forged or duplicate tickets. If you are unsure about the authenticity (you think that a ticket/pass is not genuine or is forged), then inform your supervisor. The event managers or box office will make the decision as to whether or not the ticket is genuine and whether to allow admission.

- They may try to force entry. Once again, this is a criminal act, which may require police involvement. If this happens, immediately contact your supervisor.

If a decision is made to exclude people from an event (such as a football match), you will be expected to know and understand the relevant legislation. Under these circumstances, always involve your supervisor for advice and assistance.

Check the organisational policy and procedures before proceeding. There are usually a number of options, depending on the circumstances:

- verbal warning
- inform supervisor
- refusing admission
- ejection from the event
- detention and possible arrest/police assistance.

The legal requirements and powers for refusing entry or asking someone to leave an event will depend on the venue or ground regulations. In most cases, you may need an SIA (Security Industry Act) Licence, as this activity can be classed as door supervision or security guarding.

Always ensure that you are aware of the legal requirements for refusing entry or asking someone to leave, and your powers as a steward at the events you deal with.
Explaining reasons for refusing entry

On some occasions you might have to refuse a person entry to an event. If this happens, involve your supervisor.

Give an explanation for refusing admission. Your customer needs to know the reason for non-compliance. Always draw their attention to the regulations or the information (usually contained on the printed ticket). Do not allow the refusal to become personal. Remain calm, even if the customer becomes antagonistic.

You need to know how to read the information on a printed ticket. Make sure that the customer has the correct ticket for the event and that they are at the right entrance. Be aware of the conditions of entry, and point these out, if necessary. For example, the back of the ticket could say that the venue places great importance on the safety of its customers and can only allow entry to visitors who are willing to comply.

Refusal to the venue might require you be able to read text as in the examples below:

1. In the interests of the public and the health and safety of its visitors, we reserve the right to refuse entry to this venue due to the fact that the capacity for visitors at this event has been reached.

2. We reserve the right to refuse admission to the venue, ban from entry, or remove from the venue without right to refund any person who:
   a. acts in an inappropriate and/or undesirable manner whilst travelling to the venue, whether by bus, coach or other means, where such behaviour has been reported to the management of this venue;
   b. has been convicted of a criminal offence, which, in the opinion of the management, is likely to affect the safety and/or enjoyment of other visitors or staff;
   c. has behaved in, or in the vicinity of, the venue in a manner which, in the opinion of the management, has, or is likely to, affect the safety and enjoyment of other visitors or staff;
   d. uses threatening, abusive or insulting words or behaviour or in any way provokes or behaves in a manner which may provoke conflict or aggressive behaviour.

(Source: to follow)
Control the entry and exit and movement of spectators at events

Skills builder

You are sited at the gate of an exhibition which is to run for three days. On the second day, a man shows you a ticket for day 1. He tells you that was not able to go on that day, and asks if he can be allowed entry for today, as an alternative. Before you read any further, think about what you would do.

What did you decide to do? You could reply abruptly by saying, ‘Sorry, you’ve got the wrong ticket, I can’t let you in’. However, you could be more helpful and explain that because the ticket is for the wrong day, you will take him to the box office, he can then see if they will exchange it for a valid ticket.

There are other ways to deal with customers with ticket issues. For example, if the ticket was for the third day (and the customer has made a mistake), you could offer to look out for them if they come back on the correct day, so they don’t have to queue. That way the customer is less likely to get angry about the situation and you will have resolved the problem in a satisfactory manner.

Think about how you would deal with the following situations involving ticket issues:
- a customer’s ticket looks like it’s been forged.
- a customer turns up without a ticket.
- a customer has a ticket that’s been defaced or ripped in half.

Functional Skills

When you communicate with customers, take the time to understand their requests, and respond to them in an appropriate manner, you will be developing your English skills in Speaking.

Controlling queues

Any event that requires stewards is likely to have queues. The more people there are, the longer they will have to wait and the less inclined to wait patiently. They may therefore be more likely to jostle each other, surge forward when turnstiles are opened, or try to seek other entry points.

Your job as a steward is to make sure that you manage the queues properly. This can be as simple as making the people in the queue aware as to what is actually happening. This will reduce the likelihood of problems arising.

Badly managed queues can often be the first point of tension and frustration, especially when there are delays to an event’s scheduled opening time. People waiting in queues are customers and so treat them with consideration.

- Use safety equipment to manage the queues (e.g. signs, barriers, steward cordons, etc).
- It helps to keep everyone informed and updated regularly.
- Always look and act professionally. Be calm and assertive, but not aggressive. Match words, tone and body language.

Key term

Body language – the way you stand, hold your arms, use gestures etc.
The venue will be equipped with access-control systems to assist with controlling queues.

Table 2.3 outlines the types of equipment used to control queues, and how they are used in a venue.

<table>
<thead>
<tr>
<th>Type of equipment</th>
<th>How it is used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filter cordon</td>
<td>A line of stewards (and/or police) who face the approaching crowd, check tickets and identify people to search at random, or with suspicion</td>
</tr>
<tr>
<td>Barrier cordon</td>
<td>A line of stewards (and/or police) who form a physical barrier in order to contain and direct them as you move</td>
</tr>
<tr>
<td>Notices</td>
<td>To provide information about entry conditions</td>
</tr>
<tr>
<td>Signs</td>
<td>Signs are placed in advance of a queue, to field people to the appropriate gate (depending on the type of ticket they have)</td>
</tr>
</tbody>
</table>

Queues can be well managed, or badly managed. There seems to be no ‘in between’. Bad experiences are often due to a lack of experience and/or lack of planning and preparation.

There may have been incorrect information and intelligence about the type of person coming to the event, or a wrong assessment of the numbers of people. A poor risk assessment and poor equipment can lead to disaster. Here is an example of how a straightforward event can turn into a real problem:

**Case study: Department store opening sale**

A new department store is due to open in a major city centre and the stores marketing department have been busy publishing the opening of the store on the TV, radio, internet and local papers. There are a number of special offers – some real bargains for people who can get in first! An event company and the police are involved in the planning and risk assessment, but totally underestimate the number of people who turn up.

Suddenly, minutes before the store opens, hundreds of people arrive all at once. The police call for re-enforcements, due to the risk of people getting crushed. But it is too late. The pressure of people pushing and shoving from behind, with nowhere to go at the front of the queue, leads to injuries. It even damages the structure of the store.

- How would you deal with this situation?
- How could this situation have been avoided?
Control the entry and exit and movement of spectators at events

Control the entry and exit movement of spectators at events

Supervising the safe exit of spectators

Once the event is over (and sometimes even before the end of the event) people will start to leave. This process needs to be managed and controlled carefully. The main priority for the exit at any event is to make sure that people leave safely. The safe exit of people from a venue will form a major part of any event’s risk assessment and safety plan.

Your part in the exit strategy will depend on where your designated area is, and your procedures and role in the event. For example, if you are positioned at a gate or in a car parking are, your role will be totally different from that of a colleague who is involved in stewarding the ‘pit’ area during a music event.

In order that everyone leaves the venue safely, it is part of your role to check your designated area to ensure that there are no obstacles on the route of exit. For example:

- All exits need to remain clear of any obstruction that could interrupt or stop the flow of spectators (to avoid crushing).
- Open gates in plenty of time to ensure a smooth passage of people.

Risk assessments should take into account the number of people expected at an event. How would you deal with a queue surge like this?

Key term

Risk – the likelihood of a hazard causing harm and the seriousness of this harm
Make sure that there is nothing in the way that could lead to trips, slips or falls, which could halt the steady flow of people.

If your designated area is in the car park, make sure that pedestrians are kept separate from moving vehicles.

The car park is a dangerous place. A lot of people will be impatiently trying to get home. At any given time during the exit stage, you could have:

- cars trying to leave the car park
- people walking across the car park, to get to their cars
- pedestrians walking across the car park as a short cut
- drivers trying to find alternate exits.

An event may have to be evacuated, due to an emergency procedure. You need a clear understanding of your role, to ensure everyone gets out safely. The emergency evacuation procedure will be covered in your pre-event briefing, and in your steward’s handbook.

**Informing your supervisor about problems**

You may be approached by a person with a problem, or you might see a problem and go over to offer your assistance. In any case, you should always try to resolve the issue yourself. However, there may be occasions where you need to involve your supervisor, if the problem is something beyond your role (for example, first aid).

It is extremely important that you never leave your designated area in order to deal with a problem, unless you receive a specific instruction to do so. You will have been placed in a designated area in order for the venue to comply with health and safety requirements. You can contact your supervisor by:

- walking over to them, if you are working in a small team and your supervisor is nearby
- radio the control room to request that the supervisor comes over to you
- radio your supervisor directly.

Once the supervisor arrives in your area, you need to explain what the problem is. You can seek their advice, or hand over the problem to them. In some cases, you might need to ask another responsible person for help, for example:

- If the customer has sustained an injury, you would need a first aider.
- If someone has gained entry illegally, you would need a security officer.
- If you suspect that an offence (e.g. assault or theft) has been committed, you would need a police officer.

Always keep the customer informed. They will want to know what is happening, and about the people who will be coming to help them.
Control the entry and exit and movement of spectators at events

Search people for unauthorised items

Identifying people to be searched

The most important statement to remember is that you have no right to search anyone. You must always ask for and obtain someone’s permission to be searched. This is even if it clearly states on the ticket or on a sign at the entry that there is a search policy at the venue. It is good practice and policy that you should only search people who are the same sex as you.

An increasing number of stewards are now licensed by the SIA. These stewards are normally assigned to carry out the searching of people as they enter an event. Like all laws, there are often exceptions: if you are employed as a steward at the venue (rather than by an external contractor) your employee may allow you to search spectators under what is called ‘common law and the law of contract’. Although, once again, remember that the rules of searching people still apply, and you can only search with their permission.

Remember: You have no right to search anyone. Always ask for and obtain their permission, before you start a search.

As an example, most of the time searches are carried out randomly at your discretion and usually state that all bags are to be searched. Be aware that there are occasions when you may find prohibited items (these are items not allowed into venues under any circumstances and covered by various regulations), for example: knives, fireworks, flares, smoke canisters, bottles, glasses, cans, poles and any other items that might compromise public safety. Anyone found in possession of prohibited items will:

- have those items confiscated and they should be handed over to your supervisor and/or the Police as soon as possible
- be refused entry or ejected from the venue.

Under certain circumstances, someone carrying prohibited items could also be detained or arrested by the police.

Your venue will have its own procedures on how to identify people that need to be searched as they enter the venue. Whether you are involved in searching will depend on a variety of circumstances: the licensing conditions of the venue, whether you are licensed by the SIA, the risk assessment for the event, and the type of event. In England and Wales, you could be exempt if you are an inhouse employee carrying out your duties in a certified sports ground or stand, which is covered by a valid and current safety certificate.

Don’t forget that risk assessment can change. Even during an event, the audience profile can change and so the search procedure will do as well. It is often a condition of entry that spectators must allow themselves (as well as their

Key term

Prohibited items – items not allowed into venues under any circumstances
belongings) to be searched by qualified and trained staff at the entrance. Most searches are random, unless it is suspected that a particular person or group of people are in possession of illegal, prohibited or unauthorised items (from that person’s demeanour or because of information or intelligence).

It is worth highlighting what the law says is licensable activity. For example, you could well require a licence (as there are very few exceptions) if the activity that you are carrying out involves:

- Manned guarding activity
- Door supervision
- Public space surveillance (CCTV)
- Close protection
- Key holding
- Cash and valuables.

Screening or searching a person entering premises (or their subsequent removal) is definitely a licensable activity. So, if you are given any responsibility in relation to this, you require a licence to do so.

Searching people or bags to make sure that there is no unauthorised access, or any damage to property or injury to others, also requires a licence. You are not only physically present, but also carrying out a more pro-active activity than is intended specifically to guard against one or more of the activities listed in paragraph 2(1) of Schedule 2 of the Private Security Industry Act.

Securing or checking that people have paid for admission (or have invitations or passes allowing admission) before they enter the venue, does not require a license.

If you are faced with a sudden or unexpected situation (e.g. a fight, or going to the assistance of a colleague who is being attacked by members of the crowd) you do not need a licence to deal with it. However, you will need a licence if you are expected to respond to such incidents in your job description, for example, responding to antisocial, undesirable or behaviour likely to cause harm to others, or getting involved in ejecting individuals.

Remember: It is your responsibility and his/her employer to ensure that licences are held by those carrying out licensable activity.

It is a criminal offence for any individual to undertake licensable activity, or to supply an individual to undertake licensable activity, without the appropriate licence.

Volunteers

A volunteer is not employed or contracted, and therefore not licensable under the Private Security Act 2001. If you are a volunteer, you must provide your services for free. You must receive no financial benefit, payment in kind, or a reward for your services as a volunteer.

Searching people is always a sensitive area. It is intrusive and personal, and many people can easily become offended and embarrassed. Be careful to follow procedures and take care of your own personal safety. Be aware of any privacy and equality issues that could arise. There must always be colleagues working with you whenever you are involved in searching people. Supervisors usually observe searching procedures to check that the procedures are carried out correctly.

Remember, when searching someone you can only search outer clothing and bags.

At any venue there will be a whole range of different types of people, including:
- cooperative
- uncooperative
- intoxicated
- emotional
- people with limited understanding of English
- VIPs
- people with particular needs.

Each of these types of people will have their own different requirements. You will need to know how to act accordingly and impartially at all times, remaining professional and courteous.

Think about it

a) How would you search someone in a wheelchair?
b) How would you search a child?

Remember, all people must be treated with respect and dignity. Searching takes place as a deterrent, and protects the welfare and safety of all people attending the event. The end result should be that people are safe and secure, and will therefore enjoy the event.

Key terms

Impartially – not favouring or discriminating against any particular type of person

Particular needs – for example, those of disabled people, old people, and children, etc.
Asking for permission to search

You will always have to ask for permission to search a person. Remember always to be:

- polite
- professional
- positive.

Most people attending an event will understand why they are being searched, and will fully cooperate. Occasionally, people will refuse to be searched. When this happens, remind them of the reason why they are being searched (that it is a condition of entry) and then ask again if they mind. If there are any further refusals, refer to a supervisor. This job is all about communication skills, especially the skills relating to speaking and listening. People can refuse to be searched, and you must never forcibly search anyone. Always communicate immediately with your supervisor if someone refuses to be searched.

Skills builder

You are a female steward who is part of a search team at one of the entrances. Here is an example of what might happen. You are working with a search team because you have an SIA Licence as a Door Supervisor. Everyone is being searched before they enter the venue. A woman approaches the entrance and comes towards you. What would you do?

Here is the correct course of action:

- Politely ask her permission for you to search her
- Only search her if you are the same sex
- Search her outer garments only
- Be aware of your own personal safety. Watch out for sharp objects, such as needles, razor blades, etc
- Politely ask her to turn out her own pockets, and then ask her to empty the contents of her bag onto a table
- Use the back of your hands to feel for objects in her outer garments
- Face your body to the side of the person being searched — this reduces their opportunity to assault you
- Work systematically from top to toe
- Make sure you know your organisation’s policies and procedures
- Work in teams and/or in view of CCTV, so you always have witnesses.
Who you can search

If you are involved in this activity, always follow the venues policies and procedures and only search people of the same sex as yourself, male on male, female on female. You must always be aware of the specific venues policy on searching people and this should be contained in the steward’s handbook.

Procedures for dealing with unauthorised items

This list of unauthorised items will vary from venue to venue. For example:

- alcohol
- illegal drugs
- offensive weapons (could be knives, bottles, flares and many other items)
- glass containers
- any bottle or container with a top on it
- fireworks
- flares
- smoke canisters
- laser pens
- poles
- dogs (except for guide dogs)
- camera.

You need to find out from your venue what to do if you find an unauthorised object or prohibited item. There will be an organisational policy which covers this.

You might have to ask the person to leave the item in an office until they leave (such as a camera). Some items could be confiscated (such as fireworks, flares, fireworks).
smoke canisters, knives, bottles, glasses, cans, poles and anything that could compromise public safety). The person may be allowed entry once they have put the item elsewhere (for example, once they have locked it away in their car). There might be other circumstances for refusing entry to someone, and the police may be called to deal with it.

The Football Association have strict regulations governing people who attempt to enter with any of these unauthorised items at football grounds. The stewards have the authority to refuse entry, confiscate items and eject their owners from the ground. On some occasions, this might involve the police.

Informing your supervisor about unlawful items

If you do find any unlawful items on any person attempting to enter the venue, always inform your supervisor (who will make the decision as to what to do with the property and its owner).

Treating people with courtesy and respect

- Be polite and courteous at all times, and always treat customers with respect.
- Show respect for someone’s property when you carry out a search.
- Remember that you are one person in a team, and that your colleagues have roles and responsibilities within your team.
- Follow health and safety procedures, remembering your personal safety and the use of PPE.
- Should you find anything suspicious, unauthorised or prohibitive, you must be aware of what the procedures are regarding these items.
- Always finish the search by thanking the person.

When you are searching someone, it may lead to conflict. They may refuse to be searched, or have objections to being searched. This can escalate very rapidly. Practise the following sentences:

- “Excuse me Sir/Madam, do you mind if you show me what is in your bag please?”
- “Do you mind emptying your pockets on the table please?”
- “Would you mind telling me what is in this bottle/bag/box please?”
- “I’m really sorry, I see you have a camera with you. This venue does not allow cameras to be taken inside, but you can leave it in the property office. We will look after it for you, give you a receipt and you will be able to collect it after the show.”

Later on, we will discuss how to use conflict management and communication skills to de-escalate a situation and resolve the problem, to the satisfaction of all parties.
These de-escalation methods involve a number of steps, including:

- active listening
- being assertive, not aggressive
- pointing out the consequences of non-compliance and checking mutual understanding
- seeking a win–win outcome.

Provide people with information and help them with other problems

Communicating with people

You will need to know how to communicate with a range of people politely and clearly. There are many different types of people at events and need help with problems. Some may be completely cooperative, whilst others will have a range of issues, such as intoxicated, emotional, a limited understanding of English, people with particular needs. You may also have to deal with VIPs (Very Important People).

How you communicate with everyone is very important. If you do not communicate clearly, you could direct someone to the wrong location, or it could result in an angry customer.

1. Actively listen and empathise.
2. Carry out a dynamic risk assessment. Be assertive, but remember humour often helps.
3. Carry on with a dynamic risk assessment throughout the process – de-escalate.
4. Show patience, actively listen, check mutual understanding and paraphrase.
5. Always act professionally, no matter who you are dealing with.
6. If the person has particular needs, ask how you can assist them. Take your lead from them or their carers. If they are a child or young person, or a wheelchair user, come down to their level.

The problems that you will be dealing with at an event are wide and varied. For example, they may have ticketing problems, missing property, lost someone, be reporting unsociable/unlawful behaviour by others, or have complaints/suggestions about the facility and its procedures.

Best practice checklist

Searching people

- You have no right to search anyone
- Always ask for and obtain permission to search
- Be sensitive to people’s feelings (people can be offended or embarrassed)
- Only search people of the same sex as yourself
- Search only outer garments and bags
- Ask the person to empty their own pockets and bags onto a table
- Know what to do if you find prohibitive or unlawful items
- Understand your organisation’s policy on search and identifying people who are searched
- Always be aware of the possible dangers, including health and safety as well as personal allegations.
Dealing with a customer’s problem

The way in which you deal with a customer must always be impartial. Try to be helpful at all times.

Remain visible and approachable. You need to be available to speak to customers. It is good practice when you see someone who looks confused or lost, to go to them and enquire if they need assistance.

Never enter into an argument with a customer. The customer has a problem, and you are taking responsibility for it. If you think you are getting into difficulties, contact your supervisor. Some customers will be hostile, sarcastic or downright abusive. They may swear, intimidate and threaten (see Unit xx, p.xxx). Remember to never take what they say personally. It is usually directed at the organisation or system.

Think of the most effective way of solving the problem, quickly. Listen to them effectively, and find out exactly what they want. This shows interest and concern. Allow the customer to finish, even if they are angry. Sometimes they will just need an outlet to vent their frustrations. If you are able to remain calm, you could help to avert a potentially high-emotion situation.

You need to know what the venue’s policies and procedures are in relation to dealing with problems.

Asking for information

So how do you get hold of the information that people require, and when they need it, without holding them up for too long?
You received most of the basic information you need during the briefing. It might also be in your steward’s handbook or the notes you made during the briefing (‘need to know’ and ‘nice to know’ information). The information could also be contained within the event programme.

A person may ask you where a particular gate is, because they need to meet someone there, or they need the beer tent, or toilet facilities. You will have a map with the layout of the venue showing the facilities and key points (such as gates and evacuation points). You need to check the location of the other main facilities (first aid, lost property, lost people, lifts, refreshments, hospitality, prayer room).

**Think about it**

What sort of questions might customers ask you? How can you find the answers before you are asked? Where is the relevant information?

Knowing the location of main facilities is important.

- Acknowledge the problem.
- Let them know what you are doing to resolve the problem.
- If you are passing the problem on, tell them.
- Pass them on and introduce them to the person who will be helping them.

Be aware of what information you should not provide to customers. If you are not sure, ask a supervisor. The type of information you are not allowed to divulge will be in the venue’s policy. It will usually fall into the categories of security and data protection.

**Security**

Never provide people with information which could lead to the security of the venue or people being compromised. This could include:

- codewords
- pass codes
- event intelligence, such as the VIPs attending
- making comments about incidents (past or present)
- the location of offices, control room, or backstage details.

**Data protection**

Never provide anyone with information which is personal to people or could lead to them being identified. This could include names and addresses or contact details of staff, colleagues or supervisors.
Dealing with problem

Always ensure that you have the full picture and not part of it. A problem is best solved if you have a full understanding. Without this, you (or anyone else) cannot make an informed decision and it may lead to confusion.

When a customer comes to you with a problem, you should try to solve it if you are able to. Some problems may require you to get help from other people, or refer the customer to someone else.

Referring to other people

We’ve discussed the sort of people you might need to refer a customer to:
- supervisor
- police
- information point
- colleague.

You are part of a team. If you don’t know which person to refer to, ask a colleague, supervisor/control room or information point, so that an answer can be provided quickly and efficiently. While you are handing the problem on, remain in contact with the customer.

Keeping people informed of progress

- Let them know what you are doing to resolve the problem.
- If you are passing the problem on, tell them.
- Pass them on and introduce them to that person.
Dealing with complaints

It is always important to be positive. Create the right climate when dealing with a potential or actual complaint. Actively listen to the person. If the complaint cannot be immediately resolved, refer to a supervisor. Make sure that you follow the venue’s policies and procedures for complaint handling and reporting (they will have been explained to you at the pre-event briefing).

Depending on your role at the event, the complaint could be received verbally and passed onto the control room or supervisor to deal with, or you may be involved in formally receiving and recording the complaint yourself. If you are:

- acknowledge the customer’s complaint
- know where to locate any complaint forms
- know to whom they should be sent
- be aware of any reporting procedures that you need to make in the event of a complaint.

Skills builder

A spectator approaches you and says that he has a ticket to an area of the event where there is hardly any view of the stage. He says he has paid a lot of money to get to the venue and to get in, only to find out that he can’t see anything. He says that he wants to complain to the organiser. What do you need to do?

It is not your job to try and resolve a problem like this, but you should treat the customer with courtesy and respect. Actively listen to make sure that the issues have been clearly understood. Tell the customer that you are going to inform your supervisor, or information point (depending on the venue and where you are), and keep the customer informed about how the complaint is being dealt with.

You will also need to make sure that you obtain the customer’s details, such as name and address and contact number. Write these into your pocket book, to give to your supervisor or control room.
Taking account of diversity and equality issues at spectator events

It is important that in your professional behaviour and care of customers, you take into high account the diversity and equality of all people. Remember that you represent the venue as well as your company.

**Equality** means that you should treat everyone equally and that they should be treated in exactly the same as anyone else in society, regardless of:
- age
- gender
- race
- religion or belief
- ethnic origin
- sexual orientation
- gender reassignment
- disability.

**Diversity** is about valuing everyone as an individual. It means that people are not alike, and have different tastes, needs, personality, culture, beliefs and behaviours. We live and work in a diverse society, and some of these personal characteristics are protected by law under equality legislation:

Some factors to take account of include:
- **Age:** how many years you have lived
- **Ethnic group:** the group you belong to which shares a common culture.
- **Religion:** this is difficult to define, but it is a set of beliefs in a divine power
- **Beliefs, attitudes and values:** things you believe in, such as your political or religious beliefs.
- **Gender:** biologically male/female
- **Race:** a person’s national origin, colour
- **Disability:** covers a wide range of requirements that people may have, including:
  - learning
  - physical or mental
  - developmental
  - short term
  - permanent.
Control the entry and exit and movement of spectators at events

**Discrimination** means the unfair treatment of a person or a group, on the basis of prejudice. It is discrimination if you treat someone less favourably, and therefore differently, on the grounds of their sexual orientation, relationship status, pregnancy or maternity, sex, age gender, age religion, disability, colour, race, nationality or ethnic origin.

It is not necessary to prove that you actually intended to discriminate against a person. It is sufficient to say that as a result of your actions, that person received less favourable treatment.

You will find that the company who you work for (as well as the venue where you are working) will include equality, diversity and discrimination into their policies and procedures. Look for signs of this taking place around the venue, such as:

- evacuation routes and procedures for people who have physical disabilities
- wheelchair access and viewing areas
- access ramps and routes around the venue
- toilets and other facilities
- lifts
- large print
- prayer rooms
- speakers in certain areas for people with hearing impairment
- a range of food products to take account of diversity and disability.

**Best practice checklist**

**Providing people with information and helping with problems**

- Always communicate with people politely and clearly
- Listen attentively and actively at all times
- Be professional, first impressions are very important
- Ask if you can help, remain visible and approachable
- Be aware of a person’s particular need
- Ensure that you are always impartial
- Never argue with anyone, if you think you may be getting into difficulty get help from a supervisor
- Always try and get as much information as possible, find out exactly what the problem is and check your understanding
- Communicate with the person regularly and let them know what you are doing to help them with the problem
- Never give people information that might compromise safety or security
- Know how to deal with complaints.
NVQ/SVQ Level 2 Spectator Safety

Working Life

Carl’s story

I decided to be an event steward five years ago because I love going to gigs, and there was a good music venue near to where I lived. My first role after being accepted as an events steward was as part of a team on the main entrance to the venue. At my first gig, there was a big group of lads who arrived together. Most of them presented their tickets with no problem, but one claimed he had lost his on the way to the venue. I didn’t know what to do because it was my first day on the job, so I called my supervisor over to help me out. I explained the situation and my supervisor said that the only thing we could do was for him to buy a new ticket if there were any available. I showed him where the box office was, and he bought a new ticket and got to see his favourite band with the rest of his mates. Once I had seen how my supervisor had dealt with it, I felt confident I would be able to deal with a similar situation myself the next time.

Ask the expert

Q What should I do if there’s a situation I don’t know how to handle?
A Let your supervisor or the control room know, so they can advise you or deal with it.

Q What should I do if the customer does not speak English?
A Let your supervisor or control room know so they can find someone who can speak their language. Try to reassure the customer by smiling and using your body language.

Top tips

✓ Never try to deal with a problem that falls outside of your remit, or that you do not feel confident with
✓ Know when you should ask your supervisor for help
✓ Always keep the customer informed if you are handing them over to someone else.
Check your knowledge

1. Why is it important to wear the correct identification?
2. What could be the result of a poorly managed queue?
3. Why is it important that you clearly and politely explain to someone why you are refusing them entry?
4. Why is it important to monitor your designated area carefully?
5. Why must you only search people of the same sex as yourself?
6. What are the correct methods of carrying out personal searches?
7. Why is it important to provide people with proper explanations and treat them with courtesy?
8. How would you communicate with the following types of people?
   - co-operative
   - uncooperative
   - intoxicated
   - emotional
   - with limited understanding of English.
9. Why is it important to get all the relevant information before you try and solve a problem?
10. Who should you refer problems to when you cannot deal with them yourself?
Getting Ready for Assessment

Once you have had some experience of controlling the entry and exit of people at spectator events, and feel confident, you are ready to be assessed for this unit.

You will have to prove you have the correct resources at all times, are competent at controlling the entry and exit of people at events, and are able to deal with different types of customers. You should be able to demonstrate the correct method of searching and provide people with information and help them with other problems.

You should look at each learning outcome and be prepared for the following types of assessment.

Be prepared to show the assessor the resources that you have with you, for example communications, safety equipment, your handbook and perhaps keys. During the assessment for this unit, the assessor will observe how you meet and greet different types of people, admit or refuse entry, how you provide people with reasons why they have been refused entry, and how you are involved in supervising people as they leave the event.

You will also be assessed if you are involved in searching people as they enter the event. Your assessor will look at how you identify the people to search, ask for permission, treat customers with courtesy and respect, carry out the search using the correct procedure, and inform the supervisor about any unlawful items that you find.

Please note that if you do not get involved in any of the above procedures (this will probably be because you may not have an SIA Licence), your assessor will design a realistic scenario so you can be observed carrying out these procedures.

At all times your assessor will make sure that you are able to communicate with people, and that you can deal with their problems or complaints.