

THE UNITED KINGDOM CROWD MANAGEMENT ASSOCIATION **STAFF BRIEFING RESOURCE**





The United Kingdom Crowd Management Association

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Project Overview:

The UKCMA has developed this Staff Briefing Resource to support our members in delivering consistent, high-quality briefings that contribute to safer, more inclusive event environments. This resource provides a structured framework that brings together operational clarity, effective communication and a focus on staff and audience wellbeing.

Recognising that clear, evidence-based communication plays a critical role in both safety and performance, the document is designed to help teams develop briefings that support teams who are working in dynamic and high-density environments. By promoting clarity, consistency and shared situational awareness, the resource aims to enhance confidence, decision-making and overall effectiveness on the ground.

Each briefing should reflect the event context, ensuring that all team members receive relevant, accessible and purposeful information to support safe and professional delivery.

About the UKCMA

The United Kingdom Crowd Management Association brings together organisations and professionals who deliver and support crowd management services across the UK. It is the leading professional body representing those working across festivals, sport, arenas, stadia, public spaces, heritage, arts and cultural sites and large-scale events. The UKCMA promotes high standards, supports professional development and works collaboratively with regulators, event organisers and safety partners to help shape national industry practice.

This guide reflects the UKCMA's commitment to ensure public safety:

- Professional competence
- Consistent messaging
- Clear communication
- Welfare and inclusion
- Evidence-based crowd management

All companies who are members of the UKCMA align with our shared principles.

To find out more about the UKCMA, please visit our website: www.ukcma.com

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Foreword

by Anne Marie Chebib, UKCMA Chair

Embedding Wellbeing & Communication in Safer Events

The UK Crowd Management Association (UKCMA) Staff Briefing Resource marks a considered step forward in professionalising and standardising briefing practices across the live events and venue management sector. Designed to support UKCMA members responsible for delivering safe and enjoyable event environments, the Briefing Resource offers a single, coherent structure for developing briefings that places equal emphasis on operational precision, communication quality and the psychological wellbeing of both staff and audiences.

The initiative is driven by the understanding that consistent, evidence-based communication is essential not only for safety outcomes but also for promoting confidence, calm and a sense of inclusion among those attending and delivering events. Drawing upon principles from applied psychology and organisational wellbeing research, the UKCMA Briefing Resource positions effective communication as an intervention in its own right, influencing how people respond to stress, follow instructions and interpret the actions of others in high-density crowd contexts.

The framework encourages briefings that are clear, empathetic and context-specific, acknowledging that well-informed teams are better equipped to manage dynamic environments with sensitivity and competence. Templates accompanying the document ensure that each briefing can be adapted to the characteristics of an event: its audience profile, layout, timing and potential stress points, ensuring staff receive relevant, comprehensible and purposeful information aligned with improved wellbeing and performance in complex working conditions.

A key aim of the UKCMA Briefing Resource is to embed psychological safety as a foundation for crowd management. By promoting openness, calm communication and mutual respect across teams, it encourages a workplace culture in which staff feel valued and supported, conditions known to enhance resilience, judgement and the capacity to care effectively for others. The project further emphasises visual clarity, consistent terminology and accessible language as mechanisms for reducing cognitive load during briefings and events.

Dissemination is being undertaken through the UKCMA membership network and professional associations, with the ambition to reach hundreds of thousands of staff engaged in live event delivery across the UK. In doing so, the UKCMA Briefing Resource aspires to establish a new industry benchmark, reframing safety and efficiency through the lens of human wellbeing, trust and effective communication.

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1. WELCOME



1. Welcome

Introduction:

Welcome to the UKCMA Staff Briefing Resource. This document sets out the standards & professional behaviours expected of anyone working in crowd management, event security or stewarding within a UKCMA member organisation. Whether you are new to the industry or have years of experience, this guide acts as a foundation for consistent, safe and effective delivery across all events in the UK.

Our work is built on professionalism, situational awareness and a commitment to supporting safe experiences for the public. Every member of staff contributes to this. Your presence, decision-making and communication all have a direct impact on crowd safety, customer experience & the reputation of our industry.

Purpose of the Document:

This briefing guide has three core aims:

To Standardise Information Across the Industry:

Companies who are members of the UKCMA deploy staff to a wide range of venues, festivals, events and environments. This guide ensures that every member of staff receives the same baseline information before their shift, regardless of the employer or event.

To Strengthen Pre-Deployment Readiness:

Clear information helps you understand your role, the environment you are working in and the expectations placed upon you. It reduces confusion, supports good decision-making and builds confidence.

To Support Training, Induction & Continuous Development:

This guide is written to complement in-house training and operational briefings. It provides context, good practice principles and simple explanations of core crowd safety and stewarding concepts.

Disclaimer, Including Scope of Intended Use:

This document provides general guidance suitable for the majority of UK crowd management environments. It does not replace:

- Event-specific risk assessments
- Company policies
- Local authority licensing conditions
- Instructions from Event Control
- Any emergency procedures issued on the day

Where any conflict exists, event-specific briefings and company procedures should take precedence.

Every effort has been made to ensure that the information contained in this document reflects industry-recognised and accepted good practice at the time of publication. However, due to the nature of the document, certain elements may be subject to change. When printed or saved locally, this should be considered an uncontrolled version. Please check document control and only use officially issued versions of this document. This document may not be edited without permission.

In short, this document should not be considered wholesale as a “one size fits all” solution, nor should it be the basis for licence conditions. It is neither definitive nor exhaustive.

Furthermore, the information within the document should not be applied selectively. Users of this document may be considered competent if they have understood the document in its entirety, alongside statutory duties and are sufficiently trained and experienced to perform their roles.

This document is not intended to be definitive or act as legal advice; it is intended as an aide memoire to assist organisers and operators. Appropriate, specific and legal advice should be sought prior to acting on any points raised.

This resource provides advisory guidance intended to support UKCMA member organisations. Some sections include model policy language that members may adopt or adapt as appropriate. Unless specified, this document does not replace company policies, legal duties or event-specific instructions.

2. EVENT BRIEF TEMPLATE



2. Event Brief Template

Overview & Purpose

The event brief is a key tool designed to support you in delivering a safe, professional and well-managed event. It brings together the essential information you need to understand the environment you are working in, the people you are working with and the expectations of your role.

Taking the time to read and understand this information is critical. When staff have a clear picture of the event, its audience, the site and the operational approach, they are better equipped to make confident decisions, communicate effectively and respond appropriately to changing situations. This shared understanding helps create a more consistent operation and plays a significant role in preventing incidents before they occur.

To support the briefing process, the UKCMA has developed a collection of fillable PDF briefing templates designed to help event organisers capture and communicate the information outlined within this document. The templates are free to use and offer flexibility across events of varying types, sizes, and levels of complexity. They may be adapted to suit individual operational needs and can be downloaded from the UKCMA website, www.ukcma.com.

Core Briefing Elements

Each event is different, so your briefing should be tailored to reflect the specific characteristics of the event you are working on. However, most event briefings will include a number of core elements to help you prepare.

All fields in the following section should be completed before sharing with staff:

Event Information

Company Name

Identifies the organisation responsible for delivery, reinforcing accountability and providing clarity on who staff represent while on site.

Company Logo

Supports visual recognition and professionalism, helping staff quickly identify official documentation and reinforcing organisational identity.

Client Logo

Clarifies the client relationship and context of the event, ensuring staff understand who the event is being delivered on behalf of.

Event Name & Address

Provides clear identification of the event and its location, supporting orientation, communication and accurate reporting.

Event Dates & Timings

Establishes the operational timeframe, ensuring staff understand when key activities occur and when their responsibilities begin and end.

Event Description (Type & History)

Offers context about the nature of the event, enabling staff to anticipate crowd behaviours, expectations and potential risks based on prior experience.

Event Location (including What3Words)

Improves precision in navigation and communication, particularly in large or complex sites where traditional addressing may be insufficient.

Sign-in Process & Information

Ensures staff understand how to formally check in, supporting accountability, workforce tracking and compliance requirements.

Key Event Information

Provides a concise summary of critical operational details.

Supporting Documentation

Includes additional materials such as site maps, accreditation or credential sheets, contact lists and other reference documents.

Event-Specific Summary

Audience Profile

Describes the general characteristics of attendees, supporting staff in tailoring their approach and communication style.

Audience Demographics

Provides more detailed insight into the makeup of the crowd, enabling better anticipation of needs, behaviours and potential vulnerabilities.

Number of Attendees & Expected Behaviour Patterns

Helps staff understand scale and flow, supporting effective positioning, vigilance and response planning.

Key People at the Event (Client)

Identifies important stakeholders and decision-makers, supporting clear communication and escalation pathways.

Event FAQs

Equips staff with consistent, accurate responses to common queries, improving customer experience and reducing confusion.

Policies

Outlines key rules and procedures, ensuring staff act consistently and in line with organisational and legal expectations.

Uniform Expectations

Sets out the presentation standards required for the event, ensuring staff arrive and remain on shift in a manner that reflects the organisation's values and supports public confidence.

Event Maps & Visual Information

Arrival Map

Identifies site access routes, including entry points, staff access and any restrictions, supporting efficient and controlled arrival.

Event Map

Provides an overview of the full site layout, including stages, zones, facilities and infrastructure, supporting navigation and spatial awareness.

Emergency Routes & Key Points

Highlights critical routes and locations required for incident response, including emergency access and operational control points.

Emergency Procedure

Outlines the actions required in the event of an incident, supporting a consistent and effective response.

Muster Points

Identify designated safe areas used during an incident, supporting controlled movement and accountability.

Fire Exits

Indicates all emergency exit routes, supporting safe and efficient evacuation if required.

Event Information (Line-up / Activity)

Provides an overview of scheduled activity, supporting anticipation of crowd movement, peak periods and behavioural changes.

Briefing Details

Briefing Location

Identifies where staff must report for briefing, ensuring timely attendance and coordinated deployment.

Briefing Time

Sets expectations for punctuality and readiness, supporting structured and effective communication prior to operations.

Staff Welfare Information

Catering

Informs staff of available food and refreshment arrangements, supporting wellbeing and sustained performance during shifts.

Accommodation

Provides details for staff requiring overnight stays, ensuring clarity and reducing uncertainty for those travelling or working extended events.

Travel & Transport

Outlines how staff access the site and move within it, supporting punctuality, coordination and safe movement.

Parking

Provides clear instructions on where staff vehicles should be located, supporting site organisation and access control.

What to Bring With You

Inform staff of what to bring with them, reminders of key items they will need to provide.

Operational Welfare Information

Search Policy & Brief

Provides clear guidance on search procedures, supporting lawful, respectful and effective implementation.

Ejections, Evictions & Escorting

Defines processes for managing removals, ensuring actions are carried out safely, proportionately and consistently.

Safety Checks

Reinforces the importance of proactive hazard identification, outlines procedures and areas of responsibility and empowers staff to identify and report risks before public access.

Site Speed Limits

Communicates vehicle restrictions to reduce the risk of collisions and maintain a safe environment for both staff and attendees.

Toilets

Identifies welfare facilities for staff, contributing to comfort and basic operational needs.

Medical

Details the location of and access to, medical services, ensuring staff can respond quickly and appropriately to incidents.

Welfare & Safeguarding

Emphasises support structures for both staff and attendees, reinforcing a duty of care and awareness of vulnerability.

Communication & Reporting

Radio Channels

Identifies the channels assigned to specific teams or functions, ensuring communication is directed appropriately.

Call Signs

Provides the naming conventions used for individuals, teams or locations, supporting clear and concise communication.

Codewords

Site or company specific emergency code words

Radio Protocol

Outlines expected communication standards, including clarity, brevity and professionalism, to avoid confusion or unnecessary congestion.

Emergency Channel & Escalation Route

Defines how to escalate urgent or critical incidents, ensuring priority communication is maintained when required.

Control & Command Contact

Identifies how to contact event control or supervisors, supporting coordination and decision-making.

Incident Reporting Process

Explains how and when to report incidents, ensuring accurate recording and appropriate follow-up.

Monitoring Systems

What monitoring systems are available:

Further Information

Captures any further event-specific details not covered elsewhere, ensuring flexibility and completeness. This may include site specific procedures.

3. CROWD MANAGEMENT



3. Crowd Management

What is Crowd Management?

Crowd management is the planned organisation and supervision of how people move, gather and use space at an event. It includes managing numbers, controlling entry and exit routes, overseeing ticketing and security checks and anticipating how crowds are likely to behave.

It is different from crowd control. Crowd management *works with* the crowd to keep things safe, while crowd control is something *done to* the crowd when problems arise.

Good crowd management is proactive. It helps prevent incidents by keeping numbers within safe limits, maintaining smooth flow and identifying risks before they become serious.

Effective crowd management aims to:

- Facilitate the attendee experience and requirements
- Maintain safe densities
- Prevent pressure and congestion
- Support smooth ingress and egress
- Keep circulation routes open
- Manage behaviour through engagement
- Reduce the likelihood of incidents
- Respond quickly when issues arise

Crowd Management is about prevention not reaction.

Most crowd-related emergencies develop slowly and give early warning signs.

Staff who understand these patterns can identify risk and intervene early.

The Role of Security & Stewards in Crowd Management

Stewards are trained in crowd management techniques, emergency and incident reporting, and the provision of public information. Security staff, whose role constitutes licensable activity requiring a valid SIA licence, carry responsibility for public order incidents within their legal remit and for the protection of equipment against theft and damage. Both roles share responsibility for on-site safety and the upholding of licence conditions, though in certain situations this will extend only to observation and assistance of specialist bodies or Emergency Services.

Your role in crowd management is built around three expectations: **observe, engage and communicate.**

Observe

- Monitor crowd movement and flow
- Notice changes in behaviour
- Identify people who may be vulnerable or require help

Engage & Listen

- Give clear and confident directions
- Support queues and movement routes
- Offer reassurance and guidance
- Use early engagement to prevent escalation

Communicate

- Report concerns quickly
- Pass information clearly and accurately
- Escalate developing risks
- Use radios, loudhailers or any other communication equipment professionally and appropriately
- Reassure and explain reasons to concerned customers

Your presence influences behaviour.

Calm, alert and confident staff help create safer environments.

Crowd Management Terminology

Capacity – The maximum number of people a venue or space can safely accommodate.

Crowd Collapse – A situation where a crowd falls to the ground. Distinct from Progressive Crowd Collapse, which involves a chain reaction of people falling onto one another.

Crowd Crush – Dangerous compression of people caused by high density and restricted movement

Crowd Density – The number of people within a specific area (persons per square metre), used to assess available space, movement and potential crowd safety risk

Crowd Dynamics – How a crowd moves, behaves and reacts to situations

Crowd Flow – The rate at which people move through a space, typically measured in people per metre per minute.

Crowd Surge – A sudden, forceful movement of people in one direction

Flashpoint – A situation or location where conflict or risk is likely to occur

Panic – An emotional response to perceived threat. The word is frequently misapplied to crowd incidents to imply irrational behaviour. Research consistently shows that crowd members in emergencies tend to act cooperatively rather than irrationally. Avoid using panic as an explanation for crowd incidents — the causes are almost always physical: density, design or management failure.

Pressure – The physical force applied to a person by surrounding crowd members or structures at high density, limiting movement and breathing and creating risk of compressive asphyxia or injury.

Progressive Crowd Collapse – A domino effect where people fall due to loss of balance in dense crowds

Stampede – A situation in which people have space to run or move rapidly away from a real or perceived threat. Often misused in media reporting as a catch-all for crowd disasters. It is usually an effect of a dangerous situation, not its cause.

What3Words (W3W) - A precise [geocoding system](#) that divides the world into 3m² squares, each assigned a unique combination of three random words for exact location identification.

Event Layout Terminology

Ingress – Entry of people into a venue or space. This includes arrival, queuing space, entry points and search or screening lanes

Egress – Exit of people from a venue or space

Zone Ex – Areas, either in the public domain or under private ownership, considered integral to the circulation and safe management of people both arriving at the venue and dispersing afterwards

Emergency Egress – Routes used in an emergency evacuation

Bottleneck – A point where movement is restricted, increasing risk

Front of House (FOH) – Areas accessible to the public

Back of House (BOH) – Restricted areas for staff, performers or contractors

Zoning – Dividing a site into managed areas to control crowd movement

House Left / House Right (Audience's Perspective)

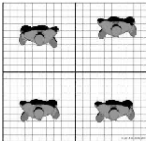
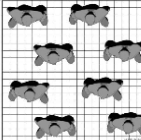
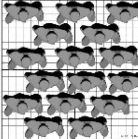
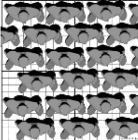
- House Left (HL): The audience's left when looking towards the stage
- House Right (HR): The audience's right when looking towards the stage

Stage Left / Stage Right (Performer's Perspective)

- Stage Left (SL): The performer's left when standing on stage facing the audience
- Stage Right (SR): The performer's right when facing the audience

Monitoring Crowd Density & Movement

Crowd density refers to how closely people are packed together. It affects comfort, movement and safety. Typical density indicators include:

Level	Descriptor	Persons/m ²
1	Space between individuals / groups, 2 meters+ free movement	 1/m ²
2	Space between individuals / groups, 1 meter+ free movement	
3	Space between individuals / groups 0.5 to 1 meter free movement	 2/m ²
4	Space between individuals / groups less than 0.5meter, channels forming	
5	Difficult to move through crowd without contact	 4/m ²
6	Need to push others aside to move through crowd	
7	Not possible to move through crowd – only slight movement possible	 5/m ²
8	No ability to move – crowd stable Signs of concern/distress starting to show in some individuals	
9	No ability to move – instability and fluid movement (rapid involuntary surging) Distress spreading	+7/m ²
10	No ability to move – Crowd distress, Crushing	
Images with permission of Prof. G. Keith Still; http://www.gkstill.com/Support/crowd-density/index.html		

Crowd density visual / indicator chart

Signs of increasing density include:

- People turning sideways to move
- Limited space or restricted movement
- Raised arms to create breathing room
- Visible discomfort or requests for help
- Reduced visibility through the crowd

Escalate early when density begins to rise.

Crowd Movement & Flow

Flow describes how people move through a space. Safe flow depends on open routes, clear direction and active support from colleagues. Common challenges include:

- Narrow gateways or restricted areas
- Programme changes causing heavy movement
- Pinch points between structures
- Queues forming across walkways
- Weather pushing people to shelter
- Groups stopping suddenly to gather
- Merging and crossing of pathways
- Changeovers between sets

Your responsibility is to support safe movement, keep routes open and escalate issues early.

Identifying Early Signs of Crowd Pressure

Crowd pressure develops gradually and rarely appears without warning.

Early signs include:

- People turning sideways to move through the crowd
- Raised voices or visible frustration
- Hands pressed against barriers
- Sudden slowing or complete standstill
- People being pushed backwards unintentionally
- Increased sway or crowd movement patterns
- Bottlenecks forming

When you observe these indicators:

- Alert your supervisor
- Encourage people to keep moving
- Redirect or widen movement routes where possible
- Request support from nearby colleagues
- Inform Event Control if pressure spreads
- Provide updates to control

Do not wait for the situation to escalate.

Managing Ingress & Egress Routes

Ingress and egress are two of the most important phases in crowd management. Both involve large numbers of people moving through controlled points, often within short timeframes. Good management requires awareness, communication, preparation, implementation and early intervention.

There will be a dedicated Supervisor or Manager for ingress and egress. Ensure you are aware of who this is.

Shared Principles for Ingress & Egress

Although ingress and egress have different pressures, they rely on the same core behaviours:

- Proactive engagement with attendees
- Clear and confident instructions
- Continuous observation of flow and density
- Early reporting of any developing issues
- Working as a coordinated team
- Maintaining awareness of vulnerable individuals

Effective management of these phases sets the tone for the entire event and plays a major role in preventing crowd-related incidents.

Ingress Considerations

Ingress is when attendees enter the event. Challenges may include queue build-up, scanning delays, early intoxication, weather changes or large groups arriving at once.

During ingress, your priorities include:

- Keeping queues structured and orderly
- Communicating with attendees clearly and regularly
- Reassuring customers to reduce tension and frustration by being open and honest. Managing expectations is key, for example by telling them how long they will have to wait
- Identifying vulnerabilities or concerning behaviour early
- Maintaining flow rates
- Supporting safe and steady movement through search and entry points

Circulation Considerations

Circulation refers to how people move around the event site. Poor circulation can quickly lead to congestion, frustration and increased risk. Your role is to support smooth and steady movement by:

- Keeping walkways, exits and access routes clear
- Identifying and addressing bottlenecks early
- Giving clear directions to attendees
- Monitoring crowd density and flow rates

Maintaining good circulation helps reduce pressure on key areas and supports a safer overall environment.

Egress Considerations

Egress is often higher risk than ingress. Fatigue, alcohol use, reduced lighting, time pressure and large crowds leaving simultaneously all influence behaviour and movement. During egress, your responsibilities include:

- Keeping exit routes clear of obstructions
- Guiding customers calmly and consistently
- Monitoring barriers and temporary structures for pressure
- Reporting congestion at the earliest stage
- Supporting a safe, even flow of people to transport links and outside areas

Importance of Proactive Engagement With Customers

Engagement is one of the most effective tools for crowd safety. Proactive engagement, alongside clear and consistent communication, helps to:

- Reduce build-up by giving directions
- Keep walkways open
- Prevent early signs of conflict or frustration
- Support vulnerable or anxious customers

Engagement should always be friendly, confident and non-confrontational.

High Attention Areas

Certain areas of the event require increased attention due to higher risk, crowd density or their importance to overall movement and safety. These may include entry and exit points, busy walkways, pinch points, transport hubs, front-of-stage areas and welfare or medical locations.

Focusing on these areas allows you to identify early signs of congestion, distress or unsafe behaviour and act before issues escalate. Regular monitoring, clear communication and early reporting are key to maintaining safe conditions.

Maps

Event maps are an essential tool to help you understand the layout of the site and your role within it. They provide important information such as access routes, emergency exits, key facilities and restricted areas.

You should take time to familiarise yourself with the map before and during your shift so you can confidently direct attendees, respond to incidents and support safe movement across the site.

What Monitoring Systems Are Available?

A range of monitoring systems may be in place to support crowd management. These can include CCTV, control rooms, radio communications, crowd counting systems and supervisor reports.

Understanding what systems are available and how to use or communicate with them, helps ensure information is shared quickly and accurately. Always report concerns promptly and follow established communication protocols so that issues can be assessed and responded to effectively.

4. PROFESSIONAL STANDARDS



4. Professional Standards

The Importance of a Positive, Engaging & Vigilant Attitude

Your attitude on shift sets the standard for the people around you. A positive and alert approach supports safety, reduces conflict and helps create enjoyable experiences for attendees.

Professional behaviours include:

- Being approachable and confident
- Staying alert to people, behaviours and surroundings
- Communicating clearly and calmly
- Taking early action when something does not look right
- Treating everyone with respect and fairness
- Maintaining good posture and awareness
- Showing initiative while following instructions

Your presence should reassure.

Staff who are engaged and aware help prevent disorder, identify risk early and build trust with the public and customers.

What is Expected of You

Supportive behaviour, including being welcoming and communicating positively, has a direct impact on audience wellbeing. These interactions also help build a shared sense of identity between the crowd and venue staff, strengthening cooperation, safety and a common purpose.

Four principles of such interaction are:

- Inform (give practical information and explain reasons)
- Engage (including listening)
- Empathise (show that you understand and care)
- Respect

Ultimately, by considering these, you enable the customer to enjoy the event and express themselves.

Uniform Expectations

Uniform is not only functional; it represents the organisation and the industry as a whole. You should aim to maintain a professional appearance throughout your shift.

Expectations include:

- Uniform clean and presentable at the start of duty
- Clothing worn correctly and zipped or fastened where required
- No personal items covering ID or company branding
- Wearing the correct PPE where provided or needed
- No non-work accessories that undermine professionalism
- No re-purposed or unauthorised clothing resembling uniform

If you are an SIA licensed officer, you must wear your licence where it can be seen at all times when engaging in designated licensable activity, unless you have reported it lost or stolen, it is in the SIA's possession or the work you are doing requires that you are not identifiable as a licensed operative.

You should remain mindful that uniformed personnel are often photographed or filmed by the public. A professional appearance contributes to public reassurance and confidence.

Importance of a Positive Image

How you present yourself influences communication, company representation and the overall event experience. Beyond professionalism, your appearance, manner and engagement help attendees see staff as part of the event community, not separate from it. This encourages trust, cooperation and shared responsibility for safety.

Everyone in the crowd management sector can raise the profile of the industry by taking pride in their presentation, preparedness and attitude and by building positive connections with the public.

Standards include:

- Good personal hygiene maintained throughout your shift
- Professional uniform that matches company policy
- Hair kept neat and tied back if long
- Jewellery kept minimal for safety reasons
- No facial coverings except those required for role, weather, health, PPE or religious reasons
- Visible tattoos must not contain offensive imagery or wording

You should always consider how your appearance contributes to the perception of authority, safety and customer service.

Conduct in the Workplace

Professional conduct is expected at all times, both on shift and while representing the organisation.

Standards of behaviour include:

- Treat all attendees and colleagues fairly and respectfully, helping to build a shared sense of identity and cooperation
- Remain approachable and calm under pressure to promote reassurance and confidence
- Use clear, polite and confident communication to build trust and understanding
- Manage conflict through early engagement and de-escalation
- Stay alert and aware of your surroundings to support safety and crowd wellbeing
- Follow instructions from supervisors and managers to ensure a coordinated response

You must not:

- Use aggressive or confrontational language
- Engage in arguments with attendees
- Use mobile phones unless authorised for operational use
- Leave your position without permission
- Share event information publicly or on social media

Professional conduct protects the safety of attendees, colleagues and you.

Timekeeping & Reliability

Reliability is essential in crowd management. You must:

- Arrive on time for sign-in and briefings
- Be fully dressed, prepared and equipped before deployment
- Notify the company as early as possible if delayed
- Allow extra travel time when working at unfamiliar locations

Late arrival affects safety planning and places pressure on the rest of the team.

Respect for Others

Every member of staff is expected to treat the public and colleagues with dignity and respect. This includes:

- Using inclusive and appropriate language
- Remaining patient during challenging conversations
- Understanding that diverse attendees may have varying communication needs
- Supporting colleagues who require assistance
- Escalating concerns rather than confronting issues alone

A respectful approach reduces conflict and strengthens team cohesion.

Zero Tolerance Policies

All organisations that are members of the UKCMA uphold strict zero-tolerance standards regarding:

Sexual Harassment

Sexual harassment can come from colleagues, clients, contractors or members of the public and will not be tolerated in any form. This includes inappropriate comments, gestures, unwanted attention or any behaviour of a sexual nature that makes someone feel uncomfortable or unsafe.

No physical contact is permitted beyond what is necessary for safety, lawful searches or role-related duties.

If you witness sexual harassment, intervene only if it is safe to do so, support the person affected and report the incident immediately to a supervisor or Control.

If someone discloses an incident to you, listen respectfully, take it seriously, record key details and escalate promptly in line with safeguarding procedures.

All reports will be handled sensitively and, where possible, confidentially. No one will face victimisation for reporting concerns or seeking support. Staff have the right to work in an environment free from harassment. Any concerns about your own treatment must also be reported and will be supported.

Alcohol & Drugs

You must not consume alcohol before duty where it could affect your performance. As a guide, avoid alcohol for at least 8 hours prior to your shift and never report for work impaired.

Good practice expects that staff are fit for duty and never under the influence of drugs or alcohol.

Prescribed medication that may affect performance must be declared to management.

Discrimination & Bullying

Discrimination is strictly prohibited on the basis of race, gender, disability, religion, sexual orientation or any protected characteristic, including age, pregnancy or maternity, gender reassignment and marriage or civil partnership. Such discrimination is unlawful under the Equality Act 2010 and will not be tolerated.

No bullying, harassment or intimidation is permitted.

All concerns must be escalated promptly to your supervisor or manager.

These standards ensure a safe working environment for you and a safe experience for the public.

Practical examples of reasonable adjustments under the Equality Act 2010 include:

- Providing alternative viewing areas for service animal users
- Offering ear defenders to neurodiverse attendees
- Displaying high contrast wayfinding signage for visually impaired visitors
- Offering printed versions of digital instructions where requested

These actions demonstrate due consideration and support inclusive practice at live events.

Theft

No stealing or unauthorised removal of property, equipment, stock or personal belongings.

Do not search bags or persons unless authorised and trained to do so.

Any suspected or reported theft must be documented and reported immediately to a supervisor.

Do not confront suspected individuals beyond what is necessary for safety. Follow reporting and escalation procedures.

5. ESSENTIAL STAFF INFORMATION



5. Essential Staff Information

Staff Welfare

Staff welfare is a priority across all organisations that are members of the UKCMA. Working in crowd management can involve long hours, varied weather conditions, standing for extended periods and engaging with large numbers of people. Good welfare practices support performance, safety and wellbeing.

You should never feel uncomfortable raising welfare concerns. Supervisors and managers are responsible for ensuring you are supported during the event.

If you feel unwell, overwhelmed, unsafe or unable to continue your duties, inform your supervisor immediately so appropriate action can be taken. Ensure your supervisor delivers a role-specific briefing so you fully understand your responsibilities and have the opportunity to ask any questions.

Importance of Personal & Team Wellbeing

Personal and team wellbeing is essential to safe and effective event operations. Staff who feel supported, prepared and physically comfortable are able to communicate clearly, maintain concentration and respond confidently to developing situations. A well-functioning team relies on every individual recognising their own needs and the needs of those around them.

Good wellbeing is a shared responsibility. Each staff member contributes to the overall safety and performance of the team. When individuals feel supported, morale improves, communication strengthens and operations run more smoothly. Attendees also respond more positively to staff who are alert, confident and engaged.

Caring for yourself and your colleagues is not an optional part of the job; it is a core component of professional security and crowd management, contributing directly to the safety and success of the event. Key principles of wellbeing include looking after your physical comfort through hydration, nutrition and appropriate weather protection; taking scheduled breaks to rest and recover; speaking up early if you feel unwell, overwhelmed or unable to continue safely; checking on teammates and offering support where needed; remaining alert to signs of stress or fatigue in yourself and others; communicating welfare concerns openly with supervisors; and using welfare areas responsibly.

How to Ask for Support

If you require assistance at any time during your shift:

- Speak directly to your supervisor
- Use radio channels appropriately if you cannot leave your post
- Request relief from your position if you feel unwell or unsafe
- Report any wellbeing, safety or equipment concerns promptly
- Approach welfare or medical teams if the issue is health-related

Support is available for operational concerns, welfare needs, wellbeing, medical issues and personal safety.

Physical Preparation

Being prepared for your shift is an important part of working safely and effectively. Event environments can be unpredictable, with changing weather conditions, long hours and limited access to facilities.

You should ensure you arrive with everything you need to remain comfortable, hydrated and able to perform your role throughout your shift.

Taking responsibility for your own preparedness helps you stay focused, supports your wellbeing and enables you to respond effectively to the demands of the event.

Mental Wellbeing

Mental wellbeing is an important part of working safely and confidently at events. The environment can be fast-paced, demanding and unpredictable and you may encounter stressful moments, high crowd noise, challenging interactions or emotionally sensitive situations. Being aware of your mental wellbeing helps you remain calm, make good decisions and support the people around you.

Understanding and managing mental wellbeing includes:

- Recognising when you feel stressed, overwhelmed or anxious
- Acknowledging that it is normal to experience pressure during busy periods
- Speaking to a supervisor or manager early if you feel unable to continue your duties safely
- Taking your scheduled breaks seriously and using them to rest and reset
- Using welfare or quiet areas when provided by the event
- Supporting colleagues who appear under pressure and checking in on one another
- Remaining mindful of your breathing, posture and communication during stressful situations
- Knowing that asking for help is a professional and responsible action

Supervisors and managers have a responsibility to support staff who raise concerns about their mental wellbeing. Any request for help should be treated with respect, confidentiality and urgency.

Maintaining mental wellbeing is not only important for you personally; it directly contributes to safer crowd management. Staff who feel steady, supported and confident are more effective in their roles, communicate more clearly and are better equipped to handle dynamic or challenging situations.

For support with your mental health, speak to your manager or supervisor, who can help you access appropriate support.

If you would like to access help independently, please see the support options below:

- NHS 111 – urgent mental health help (select option 2 where available)
- Samaritans: 116 123 – 24/7 confidential emotional support
- 999 or A&E – if you or someone else is at immediate risk

6. COMMUNICATION



6. Communication

Using a Radio

Many roles require radio use for safety and coordination. Professional radio discipline allows information to flow clearly and prevents channels becoming congested. When you are allocated a radio, it is important that you carry out a radio check to ensure your radio is working, your earpiece is connected correctly and your battery is charged. Core expectations for radio use include:

- Keep messages brief, clear and relevant
- Think before you speak to avoid unclear communication
- Ensure the receiver is ready for the message
- Wait for a break in traffic before transmitting
- Hold the radio upright and close enough to capture your voice clearly – Press – Pause – Speak
- Use call signs rather than personal names
- Release the button fully after speaking to avoid blocking the channel
- Never use the radio for personal conversation

If you do not understand an instruction, ask for clarification. Accurate communication is more important than speed.

Calling in a Medical Incident

- **Initial Call:** Clearly state: “Control, this is [Your Call Sign], priority medical.”
- **Location:** Provide the exact location (area, landmark, gate number, zone).
- **Patient Status:** Confirm: “Patient is conscious/unconscious and breathing/not breathing.”
- **Details of the Patient:** Give basic details (approximate age, gender, any known information).
- **Nature of the Incident:** Briefly explain the issue (e.g. collapse, injury, intoxication, seizure).
- **Request Medical Support:** Clearly request: “Require medical assistance at this location.”
- **Remain on Radio:** Stay alert and ready to provide updates or answer questions from control or medics.
- **Assist Medical Arrival:** Ensure someone is positioned to meet and guide the medical team to the exact location.

Common Radio Phrases

Radio Check	A request to confirm your radio is working and that your transmission can be heard. Usually answered with signal clarity (e.g. "loud and clear").
Read You Loud and Clear	Confirms the message has been received with a strong signal and understood.
Go Ahead	Invitation for the caller to continue speaking or pass their message.
Stand By	Ask the caller to wait while you obtain information, complete a task or clear the channel.
Affirmative / Negative	Clear radio terms for yes and no, used to avoid confusion with similar-sounding words
Copy / Copy That	Confirms you have received and understood the message.
Out / Over	"Over" means you have finished speaking and expect a reply. "Out" means the conversation is finished and no reply is expected.
Radio Silence	Instruction that only urgent or authorised transmissions should be made, usually during an emergency or high-priority incident.
Green / Amber / Red	Status indicators: Green = normal/safe, Amber = potential concern or developing issue, Red = urgent situation requiring immediate attention.

Phonetic Alphabet

The phonetic alphabet is used to pass information clearly, especially during noisy conditions, high-pressure moments or when spelling names and locations. You should be familiar with the full alphabet. Use the phonetic alphabet whenever clarity is essential.

The NATO phonetic alphabet is as follows:

	A alpha	B bravo	C charlie	D delta	E echo	
F foxtrot	G golf	H hotel	I india	J juliett	K kilo	L lima
M mike	N november	O oscar	P papa	Q quebec	R romeo	S sierra
T tango	U uniform	V victor	W whiskey	X xray	Y yankee	Z zulu

Fig 2 NATO phonetic alphabet reference chart

IC Codes

CODE	ETHNICITY
IC1	White – North European
IC2	White – South European
IC3	Black
IC4	Asian - Indian Subcontinent
IC5	Chinese, Japanese, Korean or other southeast Asian
IC6	Arab or North African
IC9	Unknown

Key Terminology

EVENT CONTROL – Who looks after what onsite	
Production	Look after anything technical/logistical to do with the artists/stages
Site	Look after infrastructure on site
Security	Look after the security of site, personnel, assets, talent movement, CCTV and cash in transit
Waste	Look after waste management of the site
Cleaners	Manages the cleaning of the site
Gates	Team on the gates (for e.g., ticket scanners) not security
Power	Look after the sites temporary power supply
IT dept.	Look after internet and installation of CCTV screens in control
Medic	Emergency First Aid Responder
Agencies	Police / Coastguard / Ambulance Service / Council / Fire Service
VMS	Variable Messaging Signage Looks after the messaging that is programmed onto the VMS trailers
Client	The person/company that we are working for
Sponsors	Look after the companies that have provided financial assistance to the event to achieve promotional advantages.
Merch	Look after the official merchandise outlets / stands
Traders	Look after all other food / drink / stalls

Calling in an Incident

When reporting an incident over the radio, you should remain calm and provide clear, structured information. The most effective incident calls follow the **“Who, Where, What”** principle.

Information should include:

- Step 1: Who you are (call sign)
- Step 2: Where you are (specific location or What3Words if provided)
- Step 3: What is happening (brief factual description)
- Step 4: Any immediate risks or hazards
- Step 5: Any resources required (medical, security, supervisor, etc.)

Stay on the channel until Control confirms you may stand down or move.

Reporting an Incident

Accurate reporting is essential for safety, legal compliance and post-event review. You should report:

- Any safety concerns or hazards
- Medical issues or injuries
- Missing or vulnerable persons
- Disorder, aggression or anti-social behaviour
- Structural or environmental concerns
- Lost or found children
- Suspicious behaviour or items

Reports must be factual, clear and concise. Avoid opinions, assumptions or exaggeration. Write down details after the incident where required.

7. PUBLIC WELFARE & SAFEGUARDING



7. Public Welfare & Safeguarding

Welfare & Safeguarding

Welfare and safeguarding are central responsibilities for all staff working within crowd management. Events bring together a wide range of people, some of whom may be vulnerable, distressed or require additional support. You must remain observant, calm and proactive in identifying individuals who need help. Safeguarding applies to children, young people, vulnerable adults and anyone who appears at risk.

You are not expected to diagnose or investigate. Your role is to recognise concern, provide reassurance and escalate appropriately.

Lost Children & Vulnerable Adults

Some events include designated lost child points or welfare areas. You must know where these are located and understand the process for managing vulnerable persons.

When dealing with lost children and vulnerable persons:

- Work in pairs where possible
- Direct individuals away from remote locations and towards areas with CCTV where appropriate

Lost or Found Children

Children may become separated from parents or guardians in busy event environments. Every separation must be treated calmly, sensitively and as a safeguarding priority.

The following indicators can help you recognise a lost or at-risk child even before a report is received.

Behavioural Indicators

- Appears visibly upset, crying or calling out for a parent or guardian
- Appears anxious, withdrawn or reluctant to engage with crowds or staff
- Wanders aimlessly or looks repeatedly at exits or high vantage points
- Shows signs of distress when questioned about who they are with

Physical Indicators

- Young child found alone without adult supervision
- Clothing appears dishevelled, damaged or inappropriate for conditions
- Displays signs of fatigue, dehydration or physical discomfort
- Clutching belongings tightly or showing fear of separation

Situational Indicators

- Alone in crowded or restricted areas where adults would normally accompany them
- Confirms being separated from family, group or carer
- Accompanied by someone whose behaviour or familiarity seems inconsistent
- Unable to give details of family, accommodation or event location

Actions When a Child Is Reported Missing

1. Notify Control or Supervisor Immediately.
2. Provide a clear description, last known location and time of disappearance.
3. Maintain Radio Discipline. Share only essential coded details on open channels.
4. Stay Alert in Your Area. Continue normal duties but remain observant.
5. Report Sightings. Pass updates promptly and only through the designated channel.

Actions When You Find a Child

1. Approach Calmly and Reassure.
Use a gentle tone, speak at the child's level (kneel or crouch).
2. Do Not Leave Them Unattended. Remain with the child in a safe, visible area.
3. Notify Control or Supervisor. Wait for instructions before moving the child.
4. Escort Only When Directed. Move to the designated welfare or lost child point with approval.
5. Avoid Physical Contact. Use only if absolutely necessary for safety.
6. Do Not Make Assumptions. Never assume the identity of adults claiming to be guardians.

Key Principles

- Safety before speed. Stay calm and follow procedure.
- Reassurance over interrogation. Comfort first, question later.
- Accountability. Always record who was informed, when and any observations.
- Handover only to authorised personnel. Confirm receipt with Control.

Vulnerable Adults

A vulnerable adult may be anyone whose behaviour, physical condition or circumstances place them at increased risk of harm.

The following indicators are not exhaustive but can help identify when someone may need support or escalation.

Behavioural Indicators

- Appears disoriented, confused or detached from surroundings
- Displays sudden mood changes, panic, anxiety or dissociation
- Appears withdrawn, fearful or unusually compliant
- Is intoxicated or under the influence of drugs or other substances
- Struggles to communicate clearly or respond appropriately

Physical Indicators

- Shows visible signs of distress, fatigue or dehydration
- Has visible injuries, torn clothing, bruises or poor personal hygiene
- Appears unable to walk or stand safely without assistance
- Shows signs of hypothermia, overheating or other health concerns

Situational Indicators

- Is alone in a busy or high-risk area
- Has become separated from friends, carers or family members
- Appears lost, without identification or unclear on where they are
- Is at risk due to disability, long-term medical condition or advanced age
- Displays behaviour inconsistent with the environment (e.g., attempting to leave via restricted area)

If you observe any of these indicators:

- Approach calmly and with reassurance
- Ask simple, non-intrusive questions
- Notify your supervisor or Control immediately
- Request welfare or medical support where appropriate
- Stay with the person until relieved by authorised staff

Your role is to protect their safety, not to judge or challenge their behaviour.

Modern Slavery & Human Trafficking

Identifying trafficking and exploitation is the first step in preventing it. As part of our role in public-facing environments, being aware of the signs can help protect vulnerable individuals within our communities

Key Signs to Look Out For

A person may be at risk if they:

- Appear to be controlled or directed by another individual or act as if they are not free to make their own decisions
- Show signs of physical or psychological abuse (e.g. anxiety, low self-esteem, injuries or untreated medical issues)
- Have little or no contact with family or friends
- Seem fearful, withdrawn or distrustful of authorities
- Have had threats made against them or their family
- Do not have access to their own identification or legal documents
- Appear to be in debt or have money withheld from their earnings

Types of Exploitation

Trafficking can take many forms, including:

- Sexual exploitation
- Labour exploitation
- Domestic servitude
- Forced marriage
- Forced criminal activity

What To Do

If you notice any of these signs, do not intervene directly. Report your concerns to your Supervisor or Event Control immediately, following the appropriate reporting procedures.

For further information, visit:

<https://stopthetraffik.org/what-is-human-trafficking/spot-the-signs/>

Spiking Awareness



HAS MY DRINK BEEN TAMPERED WITH?

EXCESS FIZZING? FOGGY? ICE SUNK? COLOUR CHANGED? SEDIMENT?

THINK YOU'VE BEEN SPIKED? HERE'S WHAT TO DO:

- Tell venue staff and stay with someone you know and trust
- Act with speed and report it to police to secure evidence
- Do not go home on your own

As certified by Jim Campbell OBE HonDUniv BSc CEng MIMMM
Forensic Scientist, Honorary Fellow of the University of Nottingham

IMPORTANT: Although there could be visual differences. If you don't see them, this doesn't mean your drink is safe.

For more info, visit stampoutspiking.org

STAMP OUT SPIKING

Fig 3 Spotting the signs of drinks' spiking- courtesy of Stamp Out Spiking

Spiking incidents have increased in public settings. In busy environments, you must identify early signs, act quickly and escalate appropriately. You are not expected to diagnose or investigate; your role is to observe, safeguard and report.

Possible Indicators Include (Stamp Out Spiking):

- S - Survey (scan the environment)
- O - Observe (assess the person)
- S - Safeguard (protect, escalate, document)

Observe → Report to Control → Escort to Welfare/Medical → Handover → Debrief and Record

Four Don'ts

- Do not confront suspected perpetrators
- Do not send the person home alone
- Do not allow further alcohol or sedatives or attempt informal drug testing
- Do not share incident details publicly—all communication must go through Control or a supervisor

Quick Handover Information

Record and pass on:

- Symptoms and times
- Location(s)
- Whether companions are verified
- Items secured
- CCTV references
- Your name and contact details

Ask for Angela

Some events support the “Ask for Angela” scheme, designed to help people discreetly request assistance if they feel unsafe.

If an attendee asks for Angela or uses a recognised phrase such as “Angel Shot” or “Halo Shot”:

- Remain calm and discreet
- Move them to a safe, quiet area if possible
- Notify your supervisor and welfare team
- Avoid drawing attention
- Follow event-specific safeguarding procedures

This scheme is a vital tool for protecting individuals in distress or at risk.



Theft Awareness

Theft can occur in crowded environments. You contribute to prevention by maintaining awareness and supporting attendees.

- Remain alert for suspicious behaviour
- Report concerns immediately
- Support individuals who report theft by directing them to the appropriate team
- Avoid placing yourself in harm's way when observing potential theft
- Preserve details for reporting to Control or police

Proactive engagement and presence can significantly reduce theft-related incidents.

Crime Reporting

You must not attempt to investigate crimes or detain individuals beyond what is necessary to maintain immediate safety. Always take clear notes and, where issued, ensure your body-worn camera is activated to support accurate reporting. You may be required to provide a witness statement following any incident.

Crime reporting should follow company guidance and typically includes:

- Observing and preserving evidence
- Reporting to supervisors or Control immediately
- Providing clear descriptions of people, items or locations
- Avoiding unnecessary contact with suspects
- Directing police or designated teams to the scene

Do not challenge or confront offenders unless trained and authorised to do so.

Protestor Guidance

Protest activity may occur near or within some events.

You must remain neutral, professional and consistent in your response.

Key guidance includes:

- Do not engage in debate or discussion with protestors
- Do not offer personal opinions or statements
- Do not speak to the media or press on behalf of your company or client. Only the Event Management team will provide official responses
- Maintain a calm and non-confrontational approach
- Report any disruption, obstruction or escalation immediately
- Support crowd safety by guiding attendees away from affected areas

You must remain on-message and avoid actions that escalate tension.

Drones

Unauthorised drones present safety and security risks.

If a drone is seen:

- Do not attempt to interact with or obstruct the drone
- Note its position and flight direction
- Report immediately to supervisors or Control
- Check visually, if safe to do so, for the operator
- Follow any instructions regarding clearing areas or restricting access

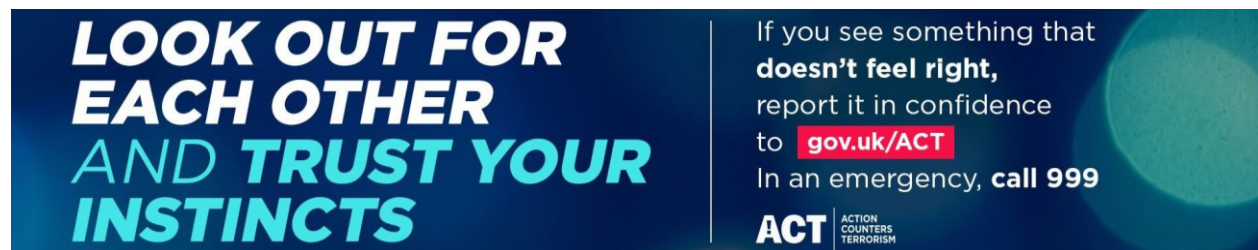
Only authorised teams may manage drone incidents.

Listen to Your Instincts

You may identify emerging risks through instinct and experience. If something feels wrong or unusual:

- Report it immediately
- Explain what you observed and why it concerned you
- Do not dismiss concerns, even if you are unsure
- Ask for guidance if needed

Instinct plays an important role, especially in busy environments where subtle behaviours can signal risk.



Escalation Reminders

Safeguarding depends on early and accurate intervention. You should always:

- Report concerns promptly to supervisors or Control
- Escalate incidents without delay, especially those involving minors or vulnerable adults
- Follow instructions from welfare, medical and safeguarding teams
- Document facts when required
- Maintain confidentiality and professional conduct

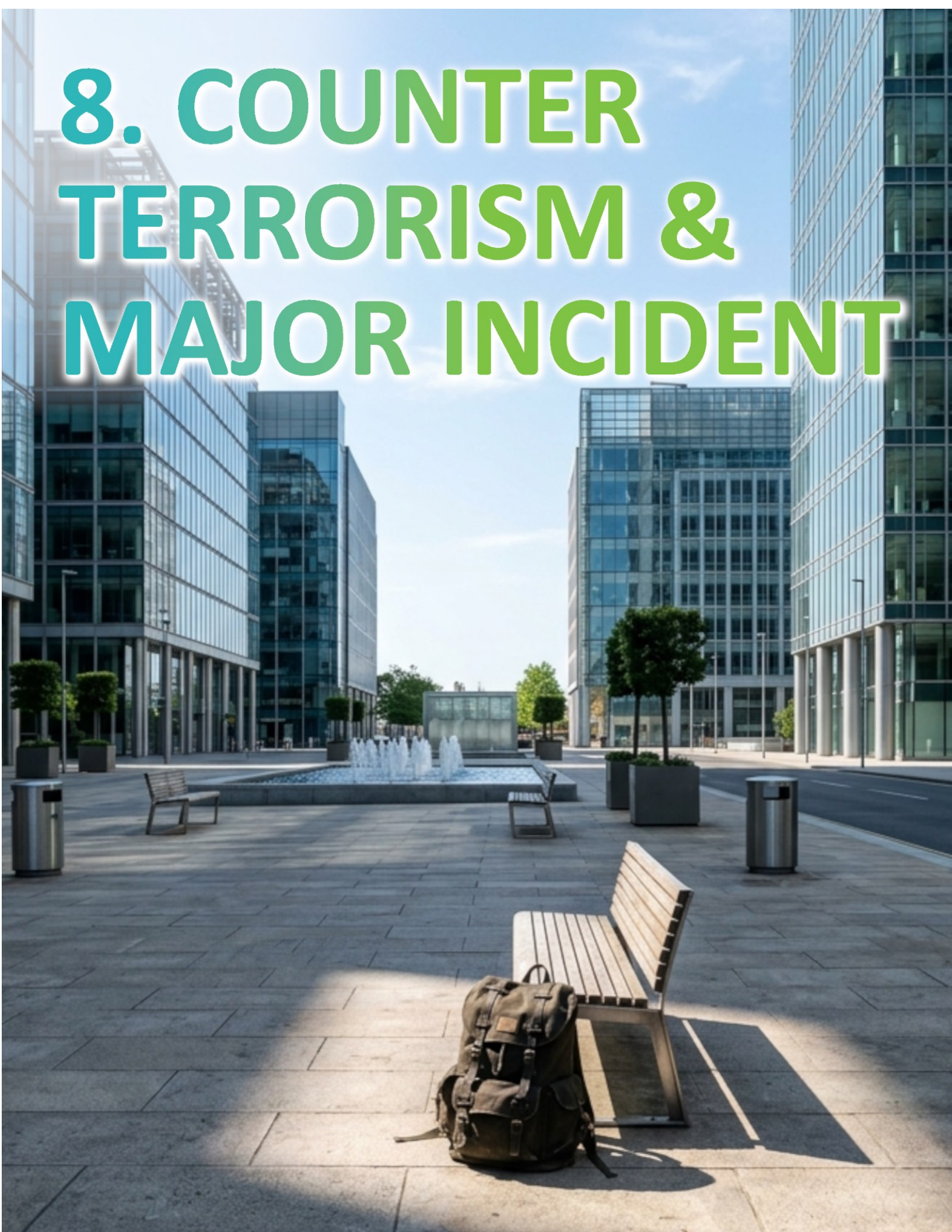
Never assume someone else has already reported the issue. It is better to escalate twice than not at all.

Event-Specific Safeguarding Policy:

Events may include additional welfare or safeguarding guidance. This section should be completed by your organisation and may include:

- Contact details for safeguarding lead
- Location of welfare and lost child points
- Procedures for high-risk environments (night-time economy, student events, festivals)
- Designated safe spaces
- Local reporting requirements

8. COUNTER TERRORISM & MAJOR INCIDENT



8. Counter Terrorism & Major Incident

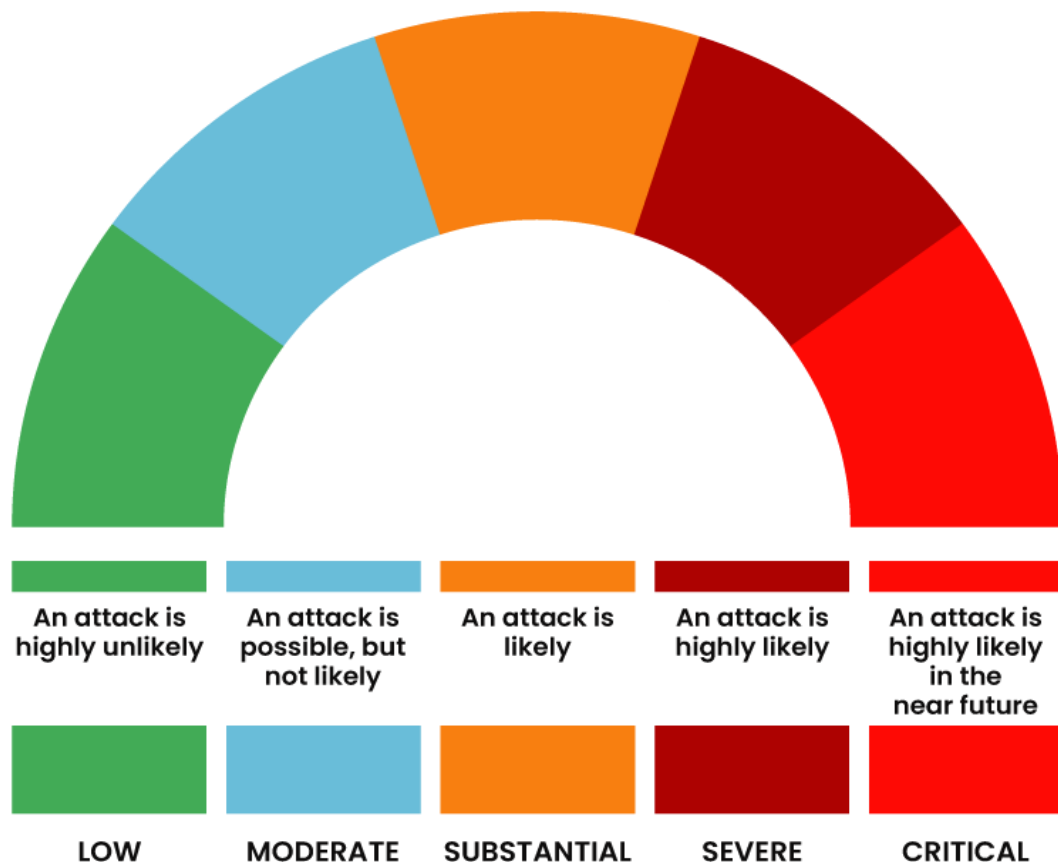
Counter Terrorism Awareness

Counter terrorism awareness is an essential part of working in public spaces and crowded environments. You must remain vigilant, report suspicious behaviour and understand the basic principles that support safety and a rapid, coordinated response.

You are not expected to be an expert, but you are expected to observe, communicate and follow instructions immediately.

Current Threat Level, Intelligence & Importance of Vigilance

Current Threat Level: Refer to the UK Government terrorism threat assessment at publication or event date [gov.uk](https://www.gov.uk). Levels range from Low to Critical and may change without notice. You will be briefed if the threat level affects event operations.



Key Principles of Vigilance Include:

- Stay alert to suspicious behaviour, items or conversations
- Pay attention to people avoiding security processes or staff
- Report anything that feels unusual or out of place
- Trust your instincts, even if you are unsure
- Do not investigate suspicious items or confront individuals
- Follow instructions from security managers, Event Control or emergency services
- Vigilance is a shared responsibility. Small observations can make a critical difference.

Key Threat Details:

- Primary Methodologies: The most likely attack methods include marauding attackers using bladed or blunt weapons or vehicles. Other threats include fire as a weapon, firearms and potential chemical, biological or radiological attacks
- Nature of Threats: The UK faces complex threats, including international terrorism and hostile state activity
- Target Areas: Public spaces, crowded places and key services are high-risk areas

HOT Principles

HOT is a simple tool to help you recognise suspicious items.



Fig 4 Diagram showing “Hidden, Obviously Suspicious, Typical”

If an item fails the HOT check:

- Do not touch or move it
- Clear the immediate area of attendees and non-essential staff
- Inform supervisors or Control immediately
- Prevent others from approaching
- Do not use your radio within 15 metres of the item

Follow further instructions from management.

Run, Hide, Tell

In the unlikely event of an attack involving firearms, weapons or CBRN (Chemical, Biological, Radiological and Nuclear), you must follow national guidance:

Run

- Move away from danger if safe to do so
- Encourage others to follow you
- Leave belongings behind

Hide

- If escape is not possible, take cover out of sight
- Lock or barricade doors where possible
- Ensure phones and radios are silent
- Stay low and quiet

Tell

- Call 999 when safe
- Provide clear information: location, description, direction of threat

You must never confront an armed individual.



Fig 5 Government guidance illustration

Guide, Shelter, Report (GSR)

GSR supports existing emergency procedures and aligns with your responsibility to take reasonable care for your own safety and that of others.

Always follow instructions from Event Control, supervisors or emergency services.

Further information and resources are available via: <https://www.protectuk.police.uk/gsr>



Fig 6 Government guidance illustration from ProtectUK

The Four Cs (Confirm, Clear, Communicate, Control)

The Four C's support a safe initial response to potential explosive or dangerous devices.

Confirm

- Assess from a safe distance
- Do not touch the item

Clear

- Move people away calmly
- Create distance without causing panic

Communicate

- Report to Control immediately
- Provide location and description

Control

- Prevent others from entering the area
- Await instructions from authorised personnel

Your role is to initiate safety, not manage the incident.

Firearms or Weapons Attack

If an incident involving weapons takes place:

- Follow Run, Hide, Tell
- Keep others calm by giving practical information and guiding them away if safe
- Do not stop to assist unless it is safe to do so
- Do not attempt to disarm or confront attackers
- Follow instructions from police and emergency services
- Support evacuation when directed

Police will take control when they arrive.

Hazardous Substance / Acid Attack

Attacks using corrosive or hazardous substances require a rapid response.

If such an incident occurs: **Remove – Remove – Remove**

- Avoid contact with the substance
- If a chemical, biological or unknown hazardous substance is present, particularly if airborne, move away immediately and keep others clear of the affected area
- Notify Control and medical teams immediately
- Keep others away from the area
- Follow directions from medical and emergency personnel

Medical teams will assess and lead treatment.

If you think someone has been exposed to a **HAZARDOUS SUBSTANCE**
Use caution and keep a safe distance to avoid exposure yourself.

TELL THOSE AFFECTED TO:



REMOVE THEMSELVES...
...from the immediate area to avoid further exposure to the substance. Fresh air is important.
If the skin is itchy or painful, find a water source.
REPORT... use M/ETHANE



REMOVE OUTER CLOTHING...
...if affected by the substance.
Try to avoid pulling clothing over the head if possible.
Do not smoke, eat or drink.
Do not pull off clothing stuck to skin.



REMOVE THE SUBSTANCE...
...from skin using a dry absorbent material to either soak it up or brush it off.
RINSE continually with water if the skin is itchy or painful.

REMEMBER: Exposure is not always obvious. **SIGNS CAN INCLUDE:**



The presence of hazardous or unusual materials.



A change in environment, such as unexplained vapour, odd smells or tastes.



Unexplained signs of skin, eye or airway irritation, nausea, vomiting, twitching, sweating, disorientation, breathing difficulties.

ACT QUICKLY. These actions can **SAVE LIVES.**






supported by JESIP

Fig 7 Visual accompanying “Remove – Remove – Remove”

Vehicle Attack

Vehicle attacks involve a vehicle being deliberately driven towards people or crowds and require immediate protective action.

If such an incident occurs:

- Follow Run, Hide, Tell
- Move quickly away from the vehicle's path and guide others to safer areas if safe to do so
- Use solid barriers or structures for protection where possible (buildings, walls, large fixed objects)
- Do not approach the vehicle or attempt to stop or confront the driver
- Notify Control and emergency services immediately with clear location details
- Keep others away from the area and prevent re-entry where safe to do so
- Follow instructions from police and emergency services

Police will take control when they arrive.

Further CT Training

- [ACT training](#) - Choose 'Awareness E-Learning' option
- [SCaN training](#) - Choose 'Individual' option
- [WAVE training](#) - Access via Safer Business Network

Showstop

A showstop is an emergency intervention measure implemented when a credible threat to life, safety or operations emerges during an event or within a venue. It provides a structured process for recognising escalation, exercising clear authority and intervening decisively where continued operations would present an unacceptable risk of death or serious injury.

The procedure may be applied to any life-safety threat, including fire, hostile attack, mass public disorder, structural failure, severe weather or loss of critical systems.

Roles & Authority:

Roles, responsibilities and authority under a showstop must be clearly defined in advance, documented and communicated to all relevant stakeholders. Authority to initiate a showstop must be explicit and decision-making and communication must follow the agreed structure to avoid delay or confusion.

Competence:

Only competent personnel should form part of the showstop team. Competence must be appropriate to the life-safety function and supported by relevant training, assessment and rehearsal. Experience alone is not sufficient to demonstrate competence.

Integration:

A showstop should be integrated within crowd management and emergency arrangements. It provides a clear mechanism for intervention when routine control measures are no longer sufficient to protect life.

Major Incident Response

A major incident may involve:

- Structural failure
- Large-scale medical emergency
- Fire
- Evacuation
- Terrorist attack
- Crowd collapse or mass movement

During a major incident:

- Stay calm and follow instructions from supervisors and Event Control
- Keep communication clear and factual
- Support evacuation routes where instructed
- Do not self-deploy to areas unless directed
- Maintain your own safety and that of attendees
- Assist vulnerable individuals where safe to do so

Major incidents rely on coordinated response. You should remain disciplined and await direction.

Your Role in Major Incidents

You are not expected to resolve major incidents, but you are critical during the first few minutes.

Your responsibilities include:

- Observing and reporting immediately
- Protecting your own safety
- Keeping routes clear
- Guiding attendees calmly
- Supporting emergency services
- Following the chain of command
- Avoiding actions that escalate risk

You must remain focused on safety, communication and controlled movement.

9. INCLUSIVITY & ACCESSIBILITY



9. Inclusivity & Accessibility

Events welcome people from a wide range of backgrounds, identities, abilities and experiences. Every member of staff plays a role in ensuring that all attendees feel respected, supported and safe. Inclusivity is not an optional extra; it is a core part of customer service, safeguarding and professional behaviour.

Inclusivity and accessibility begin with awareness, patience and a willingness to adapt your communication or behaviour to meet the needs of the person in front of you.

Respecting Everyone

Every attendee should be treated with dignity and fairness, regardless of their background or personal characteristics. You set the tone for how people are welcomed and supported on site.

Key principles include:

- Treat everyone with equal respect
- Use polite, neutral and clear language
- Avoid assumptions about someone's gender, identity, ability or needs
- Be patient when communicating with people who require additional support
- Remain calm and professional in all interactions
- Be discreet when dealing with sensitive situations

Respectful communication reduces conflict, improves customer experience and supports safer events.

Hidden Disabilities Awareness

Not all disabilities are visible. Many attendees may have conditions that affect mobility, communication, sensory processing, anxiety levels or stamina. Some may choose to wear lanyards signalling this (e.g. the sunflower lanyard), while others may not.

You should remain aware that:

- Someone may require extra time or assistance without appearing visibly disabled
- Loud environments, queues or pressure points may cause distress
- People may struggle with complex instructions or unexpected changes
- Sensory overload can lead to panic or withdrawal
- Assistance dogs may be present and must not be distracted
- Some individuals may appear intoxicated when they are in fact unwell or neurologically affected

If someone appears confused, overwhelmed or distressed:

- Speak slowly and clearly
- Offer simple guidance and reassurance
- Allow them time to respond
- Move to a quieter area if possible
- Escalate to welfare teams if additional support is needed

Compassionate, patient behaviour makes a significant difference to attendee safety and experience.

Staff are encouraged to familiarise themselves with the [Hidden Disabilities Sunflower Scheme](#), which provides further support and context for identifying and assisting attendees with non-visible disabilities.



Inclusive Language

Events attract a diverse range of people. You must help create a welcoming environment for LGBTQ+ attendees and colleagues. A respectful approach builds trust and prevents unnecessary conflict.

Good practice includes:

- Use the name or pronouns a person gives you. If you are unsure, politely ask what pronouns they use
- If unsure, use neutral language such as “this person” or “they”
- Avoid assumptions about someone’s identity or relationships
- Treat all couples and groups equally, regardless of gender
- Challenge or report inappropriate language or behaviour through escalation, not confrontation
- Maintain professionalism in all interactions

If you make a mistake, thank the person for the reminder, correct yourself and move on. This is usually enough to maintain trust.



Fig 8 gender inclusivity communication graphic

You are not expected to know every term or identity.

The expectation is simply respect, politeness and professionalism.

WHEN GREETING OTHERS, BE MINDFUL OF LANGUAGE.

Consider

"Thanks, **friends**.
Have a great
night."

"Good morning,
folks!"

"Hi, **everyone!**"

"And for **you?**"

"Can I get
you **all**
something?"

Why?

Shifting to gender-inclusive language respects and acknowledges the gender identities of all people and removes assumption.

Examples of neutral, inclusive language:

- "How can I help you today?"
- "What name should I put on this report?"
- "Are you both leaving together?"
- "Is there anything you need right now?"

10. ADDITIONAL RESOURCES



10. Additional Resources

Sector Specific Documentation

Throughout the planning of events and festivals, there are a number of relevant documents that professionals use as guidance and support to ensure the safety of the public.

This documentation includes;

- [ACT Awareness / ACT Operational Guidance](#)
- [Alternative Uses of Sports Grounds \(SGSA\)](#)
- [Casey Review: Independent Review into Events at the UEFA EURO 2020 Final](#)
- [CDM 2015 and the Entertainment Industry](#)
- [eGuide \(AEV\)](#)
- [Fire Safety Risk Assessment: Large Places of Assembly](#)
- [Glossary of On-site Terminology \(Select Security & Stewarding\)](#)
- [Guide to Safety at Sports Grounds \(The Green Guide\)](#)
- [Health & Safety Executive: Guidance on Running Events Safely](#)
- [JESIP: Joint Emergency Services Interoperability Principles](#)
- [Managing Crowds Safely \(HSE\)](#)
- [Manchester Arena Inquiry Recommendations](#)
- [NAA A-Guide](#)
- [Publicly Accessible Locations Guidance \(ProtectUK\)](#)
- [The Purple Guide to Health, Safety & Welfare at Music & Other Events](#)
- [Safer Crowds, Safer Venues: Good Practice for Crowd Management in UK Performance & Licensed Spaces](#)
- [See, Check and Notify \(SCaN\)](#)
- [Saint Denis Convention on Sports \(Council of Europe\)](#)
- [SG03: Event Safety Guide \(SGSA\)](#)
- [SGSA Stewarding Factsheets \(Gov.uk\)](#)
- [Technical Standards for Places of Entertainment \(ABTT Yellow Book\)](#)
- [The Terrorism \(Protection of Premises\) Act 2025: Statutory Guidance](#)
- [Temporary Demountable Structures: Guidance on Procurement, Design and Use](#)
- [Understanding Crowd Behaviours \(Cabinet Office / Civil Contingencies Secretariat\)](#)
- [Field Guide to Crowds, first edition, December 2023 \(GCMA\), second edition, April 2025 \(GCMA\)](#)
- [The Service Playbook: Integrating Safety, Security & Service Across Crowd Management Operations \(ongoing series, GCMA\)](#)
- [Words Matter: The Language of Crowds \(GCMA\)](#)

Training & Upskilling

To develop knowledge and competency in crowd management, a range of courses are available to support those managing crowds at events. Below are a number of relevant courses that you can complete if desired;

- ACT Awareness + First Aid training
- Crowd Safety Management (Various Levels)
- Front of Stage Pit Barrier Training
- Optional SIA Door Supervisor Licence (if working in a security capacity)
- Level 2 Spectator Safety Award
- Level 3 Certificate/Extended Certificate in Spectator Safety Supervision
- Level 4 Diploma in Spectator Safety Management
- Progress to Level 3 Supervision Certificate after gaining on-ground experience
- Level 4 Diploma for senior or safety management roles

Important Links for the Latest Information

- JESIP (Major Incident Planning) - www.jesip.org.uk
- ProtectUK (Counter Terrorism) - www.protectuk.police.uk

UKCMA



Petanque ground

No dogs or cycling

