



QOS FC CONTINGENCY
PLANS
SEASON 2020 -21



FOREWORD

The Chairman and Directors of Queen of the South FC undertake to ensure, as far as reasonably practicable, that all activities at Palmerston Park are constructed, maintained, checked and managed in a way that as far as reasonably possible ensures the reasonable safety of the spectators attending the Stadium is assured.

The following Contingency Plans are only part of the planning by Queen of the South FC to respond to and deal with any incident, which might prejudice spectator safety or disrupt the normal operation of the Stadium.

Signed

Date

William Hewitson
Chairman,
Queen of the South FC

QUEEN OF THE SOUTH FOOTBALL CLUB
CONTINGENCY PLANS

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INTRODUCTION

- 1.1 The Queen of the South Football Club Contingency Plans have been formulated to provide a structured and progressive response to any incident likely to affect spectator safety inside, or in the immediate environs of the Palmerston Park Stadium.
- 1.2 The Contingency Plans reflect the requirements placed on the Club by the General Safety Certificate issued by Dumfries and Galloway Council and follow the guidance on this subject by the Football Licensing Authority.
- 1.3 The plans outline the immediate response by the Club to any incident likely to affect spectator safety or disrupt the normal operation of the Stadium. The plans have been drafted to take account of the Emergency Services major incident plan and to interface with this plan where appropriate. However, where the Club Plan makes reference to action by the Police Commander or the Police, this is on the occasion when the Police are present at the event. In the absence of the Police the Match day Safety Officer will undertake all relevant action.
- 1.4 The objectives of the Contingency Plans are to:
- **Ensure the safety of spectators, players, officials and Club employees**
 - **Provide the immediate response plan to any potential spectator safety risk, and any subsequent actions**
 - **Maintain public order and control in any Stadium evacuation**
 - **Assist and work with emergency services in their response to any incident**
 - **Prevent damage to the fabric of Palmerston Park.**
- 1.5 Through a process of Risk Assessment, the incidents referred to in these Plans are the ones considered most likely to occur at Palmerston Park. The Plans cannot however cover every possible eventuality, and flexibility in the adoption of these plans will be essential in catering for this.
- 1.6 The key to the success in responding to any incident is an awareness of the respective roles and responsibilities of all agencies likely to be affected. It is essential all agencies work together to achieve the main objective of 'spectator safety'.
- 1.7 This contingency plan details the instructions to be undertaken in the event of a system failure during or immediately prior to a match. In the event of system failure at any other time, the Club will advise both the Chairman and Match day Safety Officer and act accordingly.

Signed.....**Safety Officer – Phil Stewart**
Date.....

Section 1

PALMERSTON PARK

LOCATION

Palmerston Park is located in the north-west side of Dumfries, aligned north to south. The nearest main arterial routes for vehicular traffic are Terregles Street, Lochfield Road and Portland Drive.

The boundaries of the stadium are as follows:

North: Waste ground accessed from Portland Drive

East: Portland Drive and Dumfries Ice Bowl

South: Terregles Street

West: Club car park and Arena, accessed via Lochfield Road

LAYOUT

The west side consists of the Alpha Solway Grandstand (also referred to as the Home Stand or the Main Stand), which was constructed in the 1960s of brick and wooden construction with an asbestos roof and cladding to the upper walls.

On the ground floor at the south end, there is a foyer giving access to the club office and all other parts of the ground floor (comprising of the dressing rooms, kit room, physiotherapy room, kitchen, laundry, manager's office, staff toilet). The electrical control equipment is a cupboard situated in the corridor near the tunnel.

There is access at the north end via a dedicated player's entrance.

Access to the boardroom on the first floor is gained from the main foyer adjacent to the club office.

There is a separate foyer giving access to the ground and first floor of the Club in partnership with Litebites operated lounge bar. The ground floor of this consists of a public bar, cellar area male and female toilets. The first floor consists of a lounge area, kitchen and toilets. The kitchen area also serves food during matches to the public seated in the Grandstand.

To the north of the main stand there is a groundsman's store and five portacabins containing male and female toilets, Stewards room, ball boys room a general storage area and two dressing rooms.

The north side comprises the Portland Terrace (also referred to as Portland Drive), a covered terrace area with a catering facility situated at the rear.

The east side consists of the BDS Stand East Stand (also referred to as the East or New Stand) constructed in 1995, which is of concrete construction with steel cladding. The interior has a first aid room, two catering kitchens/hatches and toilets for male, female and disabled supporters.

The south side consists of the Terregles Street terracing which is an open terrace area with catering facilities and toilets at the rear.

There are mobile phone base stations positioned at the west end of the Portland Terrace and at the east end of the Terregles Street terracing.

Diagrams of the Palmerston Park stadium can be found in appendix 4 of this document.

SECTION 2

FIRE – SPECIFIED ACTIVITY

2. FIRE – SPECIFIED ACTIVITY

2.1 All Stewards have been trained in: -

- Prevention of fire
- Advising fire location
- Initial response to fire
- Fire alarm/equipment systems at the stadium

2.2 Any member of staff discovering or suspecting an outbreak of fire must report the location and description of the incident to Stadium Control by the quickest available means. Staff should use the term **CODE RED**.

At the Stadium this can be done by: -

- Activating the nearest fire alarm
- By steward radio
- By police radio
- By Club radio
- By word of mouth direct to Stadium Control

2.3 A 5 zone electrically operated fire alarm system complying with British Standard 5839: Part 1 1988 is installed in the Main Grandstand.

Control panels are fitted at the front door of the foyer to the Club Office and behind the bar in the Lounge Bar area.

The system covers 5 zones:

- Zone 1.** Breakglass at front door
- Zone 2.** Breakglass Exit Stair A
 - Smoke Detector in Manager's Office
 - Attic under stand above kitchen
- Zone 3.** Breakglass in Directors' Box
 - Breakglass in Tunnel
 - Heat Detector in Laundry
 - Smoke Detector in Attic Tunnel
- Zone 4 Lounge Bar**
 - 3 x breakglass
 - 1 x Heat Detector in Kitchen
- Zone 5** Breakglass in Police Box

The alarm is designed to be heard within the ground floor of the building but not by persons in the seated area of the stand.

Send a Steward to the area of the Fire to investigate and report back to control Time

Can Stewards deal with Fire? Yes No Time

If "Yes" Wait until confirmation of the fire risk is over before standing down Stewards

Broadcast Radio message "The Head Steward to return to post" Time

Notify all personnel previously advised that fire has been extinguished.

Obtain report from Stewards of fire origin and extinguishing method. Time

If "No" and Fire Service personnel not present call fire service on 999

DECISION LOG Time

Information passed to Fire Service

Casualties

Hazards

Access/Approach to Ground

Location

Other Emergency Services?

Type of Incident

Further information

2.5 ACTION FOLLOWING 999 CALL

• Request all radio users withhold messages unless URGENT Time

• Consider evacuation of ground

TOTAL EVACUATION Yes No Time

PARTIAL EVACUATION Yes No Time

Main Stand Yes No Time

East Stand Yes No Time

Terrace Yes No Time

2.6 ACTION TO ACHIEVE EVACUATION

- Advise the Groundsman to activate the fire alarm system Time
- Advise Deputy Safety Officer or Tunnel Steward to contact Referee and inform him of impending evacuation
And direct Players and Officials to leave the pitch via Time
- Initiate the "All Stewards to Posts" (Code Red) message Time
- Advise all exit gate stewards to open the exit gates Time
- Advise stewards in the location that if possible and safe to do so to tackle the fire with extinguisher equipment Time
- Advise stewards to evacuate everyone from the vicinity of the fire and prevent re-entry Time
- Advise stewards that if the situation in any way threatens their safety to leave to a safe area closing doors/windows behind them if possible Time
- Direct the Fire Officer to meet the Fire Service at the RV Point(s), at exit gate G (Portland Road) or exit gate C (Grandstand). Time

- **To ensure that up to date and accurate information regarding the incident can be passed to the Fire Brigade, the Fire Officer should have direct communications with the Stadium Control Room**

Dependent on the circumstances a local or full Stadium evacuation will be considered by the Safety Officer and Police Commander. The evacuation will be under the control of the Safety Officer unless the Police Commander takes over this responsibility.

2.7 THE EVACUATION WILL BE VIA THE SAFEST AND FASTEST ROUTES WITHIN THE GUIDELINES SHOWN IN SECTION 19

Upon arrival of the Fire Service the Safety Officer and Club staff will assist as directed by the Senior Fire Officer at the scene. At this stage, the Emergency Services Plan will take effect.

Time

2.8 FIRE FIGHTING RESOURCES

The Stadium stands are fitted with:

GENT FIRE ALARM CONTROL 3260-04
TWO FIRE HOSES AT THE REAR OF THE GRANDSTAND
FIRE EXTINGUISHERS:
2.0kg Carbon Dioxide in Office
6.0kg Powder in Laundry Room
2x 9.0ltr Water in Grandstand corridor
2.0ltr Foam in Physiotherapy room
9.0ltr Water in Board Room
2.0kg Carbon Dioxide in First Aid Room
2.0kg Powder in East Stand
4 x 9.0ltr Water in East Stand
2.0kg Powder in East Stand kitchen
2.0kg Powder in Player's Lounge
2 Fire Blankets in Player's Lounge and East Stand Kitchen

2.9 FIRE ALARM RESET

In the event of a fire service response to the Stadium as a result of a fire alarm activation, the alarm panel should only be reset by the Groundsman following consultation with the Fire Brigade Officer and Safety Officer.

Time

SECTION 3

FIRE – NON SPECIFIED ACTIVITY

3. FIRE – NON SPECIFIED ALARM ACTIVITY

3.1 Upon discovery of a fire by a member of staff the alarm will be raised by: -

- **Contacting the Safety Officer, Fire Officer, Police Commander or Head Steward by radio or direct contact**
Time
- **Breaking one of the glass break points located in the grandstand (west) seating area (2), in the canteen (1), the grandstand ground floor (1) or those located at each of the exit doors (4) in the East Stand milling area.**

3.2 If safe to do so the member of staff will use a portable extinguisher to tackle the fire and then report to the assembly point.

3.3 As outlined in 2.4 the automatic fire alarm system is set to operate in two phases. A master panel located in the CCTV control room will give a visual indication of where the smoke/heat has been detected or break glass broken. The audible alarm will also be activated.

3.4 As soon as the switchboard operator receives a report of fire or the alarm is activated the Safety Officer will contact the Fire Brigade via the 999 system giving the following information: -

- **Location and Details of the Fire Alarm**
Time

3.5 All members of staff and visitors will vacate the Stadium and will assemble at the Fire Assembly points in: -

- Soccer Arena Car Park (Grandstand and Terrace)
- Ice Bowl Car Park (East Stand and Terrace)

No member of staff will return to the building until authorized by the Senior Fire Officer at the scene.

3.6 A roll call of members of staff will be taken by the Match Day Office Manager. This will be handed over to the Senior Fire Officer together with any information on any member of staff not accounted for.

Fire Alarm reset

3.7 In the event of a fire service response to the Stadium as a result of a fire alarm activation the panel should be reset by the Groundsman following consultation with the Fire Brigade Officer and Safety Officer.

Time

SECTION 4

BOMB THREAT/SUSPECT PACKAGE

4. BOMB THREAT/SUSPECT PACKAGE

4.1 Any member of staff receiving a report that a bomb has been left in the Stadium or that a suspect package has been found will immediately advise Stadium Control using the term **CODE BLACK**.
Time

4.2 If a telephone threat is received, the safety Officer will ensure a record of the telephone message is made.
Time

THE RECORD FORM IS SHOWN AT 4.10

4.3 On receipt of such a message the Safety Officer will: -

- Liaise with the Police Commander (if in attendance) and agree the next course of action. If police not in attendance ensure that they are contacted. If it is an unconfirmed report he will advise Stewards by Radio or the PA system using the term "Code Black". Stewards should conduct a covert search.
Time

West Stand	Search Completed	Time
East Stand	Search Completed	Time
Portland Drive	Search Completed	Time
Car Parks	Search Completed	Time

NOTE: If a time of explosion has been alerted then searching to be completed 20 minutes before deadline.

- If the incident is a suspect package ensure that it is not examined.
- If a coded message is received or a suspect package is confirmed, the Safety Officer will advise Stewards using the words "Code Black Alert". At this stage the Safety Officer will consider evacuation within the guidelines shown in Section 19.
Time
- Ensure as best possible that radio transmissions are not made within 10 metres of the package. He/She should consider the use of runners if necessary.
- Ensure the immediate vicinity of the package is evacuated as per the evacuation plan.

4.4 Any suspect package discovered before spectators enter the Stadium will result in turnstiles remaining closed until the incident has been resolved.

- **REFER TO SECTION 17 ON PROCEDURES FOR ABANDONED FIXTURES.**

4.5 Following any evacuation staff and spectators will not be allowed to return until agreed by the police. Time

If the Safety Officer makes a decision to do nothing in the circumstances (such as if a child has made a call or if strongly suspected that the call is a hoax) the following will need to be informed that a message alerting a CODE BLACK has been received and the decision has been made to do nothing:

Police		Time
Scottish Ambulance Service	<input type="checkbox"/>	Time
Senior Stewards	<input type="checkbox"/>	Time
First Aid Rooms	<input type="checkbox"/>	Time
Chairman/Directors present	<input type="checkbox"/>	Time
CCTV Operator to monitor suspicious persons at ground	<input type="checkbox"/>	Time

IF NOTHING FOUND FOLLOWING SEARCH:

Safety Officer to discuss the possibility of a hoax and resume normal procedures. Time

All Parties above to be informed to stand down.

GENERAL POLICE PROCEDURES

4.6 The Police Commander at the scene will liaise with the Club Safety Officer.

4.7 Should a search of the Stadium be considered necessary the procedures will be determined by whether the Stadium has been opened for the admission of spectators. The Police can arrange for assistance in the search.

4.8 SUPPORTERS MUST NOT BE ASKED TO LOOK UNDER THEIR SEATS FOR SUSPICIOUS OBJECTS

4.9 The Police and other Emergency Services have agreed procedures for dealing with bomb threats and suspect packages. The Police commander will take charge of these arrangements.

Time

The Safety Officer and Club staff will give every assistance as requested by the police.

4.10 BOMB THREAT

In the event of a bomb threat the following questions should be asked and the form completed as fully as possible:

MESSAGE (Exact Words)

TIME OF CALL: HRS

PAYPHONE: Y/N

LOCATION OF BOMB

WHAT TIME WILL IT GO OFF? HRS

WHAT DOES IT LOOK LIKE?

WHAT KIND OF EXPLOSIVE IS IN THE BOMB?

CALLER:

Man	Y/N	Woman	Y/N	Child	Y/N
Young	Y/N	Old	Y/N	Disguised	Y/N
Speech Impediment	Y/N	Accent	Y/N	Drunk	Y/N

Any noises during the call:

Any other information:

Person receiving call:

SECTION 5

DAMAGE TO STRUCTURES

5. DAMAGE TO STRUCTURES

5.1 Upon notification of any structural damage or defect in or nearby the Stadium the Safety Officer will: -

If the Stadium has not yet been opened for the admission of spectators: -

- **Inspect the area with the Groundsman and assess the risk to safety**
- **Contact BUILDING STANDARDS SERVICE, DUMFRIES & GALLOWAY COUNCIL**

Building Inspector Tel 01387 260000 Time

A Building Control Officer from the Local Authority to attend and assess the damage.

Time

- **Agree with the Local Authority whether that part or the entire Stadium should be closed.**
Time
- **If the area or Stadium is to be closed arrange media publicity and appropriate stewarding.**
Time

5.2 If the Stadium has been opened and spectators admitted: -

- **Inspect the area and assess the risk. If a Local Authority Officer is present he/she should also inspect the fault.**
- **If the damage/defect is causing or is likely to cause a threat to spectator safety the area will be evacuated.**
Time
- **REFER TO SECTION 19 FOR EVACUATION PROCEDURES**
- **Cordon off the affected area using Stewards/Police to ensure no one enters the area of danger.**
- **Contact Dumfries and Galloway Council Building Control as at 5.1 and advise nature of defect and Club action.**
Time

5.3 If only part of the Stadium is declared unsafe consideration may be given to relocating supporters to a non-affected area.

If this course of action is adopted, Stewards would use manual counters (obtained from Stadium Control) to count spectators into the other stand(s).

5.4 THE AFFECTED AREA WILL NOT BE USED BY SPECTATORS UNTIL A STRUCTURAL ENGINEER IS SATISFIED THE AREA IS SAFE AND THIS HAS BEEN AGREED BY DUMFRIES AND GALLOWAY COUNCIL BUILDING CONTROL.

SECTION 6

GAS LEAK

6. GAS LEAK

6.1 In the event of any member of staff suspecting a gas leak, they should immediately advise Stadium Control by radio, telephone or verbal report giving the precise location. **Time**

No gas is used in Palmerston Park and there is no supply apart from portable tanks in the kitchen areas. If a gas leak is detected, it should be assumed that it is from an external source but treated just as seriously.

6.2 On receipt of such a message the Safety Officer will: -

- **Contact the Fire Brigade via the 999 system giving details of location and nature of gas leak.**
Time
- **Direct a Senior Steward to meet the Fire Brigade at the RV point(s), at exit gate G (Portland Road) or exit gate C (Grandstand).**
Time
- **Then ensure accurate and up to date information is passed to the Fire Brigade via the Senior Steward who will have direct radio communication with the Stadium Control.**
- **Advise the Stewards in the area to ensure all naked flames in the area are extinguished and open all doors and windows.**
Time
- **Ensure Stewards in the affected area are in possession of portable fire extinguishers.**
- **Advise spectators in the affected area/stand or Stadium via the PA system to extinguish cigarettes and not to use a naked flame from any source.**
Time
- **Contact Dumfries and Galloway Council giving location and nature of gas leak.**
Time

6.2 In consultation with the Police Commander the Safety Officer will decide on: -

- **Partial or full evacuation of the affected area.**
Time
- **THE EVACUATION PROCEDURES OUTLINED IN SECTION 19 WILL BE REFERRED TO.**
- **Whatever the extent of the evacuation, the affected area to be cordoned off by Stewards/Police.**
- **Not allow return to the affected area until the Gas Company Engineer or Fire Service give permission to do so.**
- **If the game has not started, whether it should go ahead. If the game is underway, whether it should be abandoned or delayed.**

THE RELEVANT PROCEDURES IN SECTION 17 WILL THEN APPLY.

GAS FAILURE

6.4 In the event of a portable gas supply failure to any area of the Stadium it is unlikely to affect spectator safety. It will however affect spectator amenities in the Portland Road catering area, the East Stand catering areas, the Grandstand catering area, hospitality suite, supporter's lounge and club kitchen.

SECTION 7

ELECTRICITY SUPPLIES

7. ELECTRICITY SUPPLIES

7.1 Electricity to the Stadium is supplied by Scottish Power. There is no emergency source for the floodlights. There are emergency lights (battery) in each of the exits from the Grandstand and the East Stand.

An illuminated sign bearing the word EXIT in block capital letters at least 125mm high, is provided at each of the stairway enclosure exits. This sign complies with British Standard 5266: Part 1: 1988.

7.2 Each Stand has its own emergency lighting and battery back up in the event of power failure. The emergency lighting will automatically activate in the event of a power failure.

7.3 Floodlighting is controlled from the Switch Room and the equipment room at the foot of each pylon. There is no emergency backup power supply to the floodlights.

7.4 Alternative Power

All safety systems such as:

- Emergency exit lighting
- CCTV
- Public Address

which require constant power during a specified activity have an emergency power supply located in the Grandstand auxiliary generator store.

- In the event of power failure to these areas or systems the independent system will be automatically switched over. It may also be manually switched over by the groundsman. The system will provide power to the CCTV, PA system and Emergency exit lighting in the Grandstand for a minimum of six hours.

7.5 In the event of partial or total power failure the Safety Officer will: -

- **Contact the Duty Electrician to effect immediate repairs and restore supply; and**
- **Contact Scottish Power
Tel No 0845 2727999**

to ascertain cause of the fault and likely restoration of power.

SECTION 8

FLOODLIGHT FAILURE

8. FLOODLIGHT FAILURE

8.1 There is no emergency backup for the floodlights at the Stadium and if failure occurs during a match, the match may be suspended or abandoned on the discretion of the match referee.

It is however usual within the discretion of the referee to delay the kick off or to stop play to allow repairs to be effected. That said if floodlight failure is experienced and it is of a temporary nature then there is a delay of at least 20 minutes before the floodlights are able to be re-illuminated.

8.2 In the event of floodlight failure or other power failure to the stadium, the Safety Officer will: -

- **Contact the duty Electrician to effect immediate repairs**
- **Contact Scottish Power – Tel No. 0845 2727999 and ascertain the reason for the power loss and likely time of power restoration.**

8.3 In the event of power not being restored in the case of floodlight failure it is likely that the game will be abandoned.

- **SEE SECTION 17 FOR CANCELLED/ABANDONED FIXTURES**

8.4 In the event of power failure to a stand in consultation with the Police a decision will be made whether to evacuate all or parts of the Stadium.

- **SEE SECTION 19 FOR EVACUATION PROCEDURES**

8.5 If the game is cancelled or abandoned the Safety Officer will advise supporters via the PA system (this has emergency power back up) or the use of loud hailers stored in the tunnel.

SECTION 9

ADVERSE WEATHER

9. ADVERSE WEATHER

9.1 Extremes of weather such as wind, rain, snow, ice, fog or heat wave may affect spectator safety both inside the Stadium and on ingress/egress routes. Where such extremes of weather are forecast, the Safety Officer shall:

- **Check the website of the meteorological office for update of weather conditions**
Time
- **Consider in the light of all available information whether the fixture should proceed.**
Time

REFER TO SECTION 17 ON PROCEDURES FOR ABANDONED FIXTURES.

- **Should the fixture be under way and adverse weather affects either the event or the safety of spectators:**
Time

REFER TO SECTION 19 ON PROCEDURES FOR EVACUATION.

SECTION 10

PUBLIC ADDRESS SYSTEM

10. PUBLIC ADDRESS SYSTEM

10.1 The PA system complies with the recommendations of the Taylor report and enables announcements to be transmitted into all internal areas of the stadium (as a whole or in isolation) and the external areas of the stadium.

10.2 On becoming aware of the partial or total failure of the public address system, the Safety Officer and Police Commander (if present) will consult. **Time**

10.3 The Safety Officer will immediately contact: -

- **Bell Electrical 07710 679796** **Time**

10.4 If the failure is due to mains power supply interruption the emergency power supply should have activated to restore PA System compatibility.

10.5 Loud hailers for use in Emergency situations are located in: -

Player tunnel on the shelf next to Electricity Control Cupboard

and will be issued to Stewards in the area concerned who will also be in possession of a Stewards radio. **Time**

10.6 Consideration will be given by the Safety Officer on whether the event should proceed or be abandoned. He will take account of the following: -

- **Time of the system failure** **Time**
- **Extent of system failure** **Time**
- **Likelihood of restoration of facility** **Time**
- **Possible crowd reaction to cancellation or abandonment of the event.** **Time**

10.7 The Safety Officer will take the advice of the Police Commander prior to reaching any conclusions. Should the event be cancelled or abandoned, messages to this effect will be given by the Stewards using the hand held equipment.

- **SEE SECTION 17 FOR CANCELLED/ABANDONED FIXTURES**

SECTION 11

TURNSTILE ENTRY MONITORING PLAN / LOCK OUT PROCEDURE

11. TURNSTILE ADMISSION COUNTING SYSTEMS

11.1 Mechanical System

Each turnstile is fitted with a counter recording the number of admissions through turnstiles.

11.2 The counter system has a written (scoring sheet) back up in case of failure.

11.3 In the event of a malfunction with the turnstiles, the Safety Officer will deploy a steward to each turnstile area to relay capacity figures by telephone/radio to the Stadium Control.

Time

11.4 If the malfunction affects individual turnstiles the Safety Officer will: -

- **Deploy a Steward Supervisor to the affected turnstile** Time
- **The turnstile will be closed for further admissions** Time
- **Deploy a steward or member of staff to advise spectators to use the unaffected turnstiles** Time

11.5 If all turnstiles in a stand are affected prior to them opening, the Safety Officer will:

- **Contact GUNNEBO on 01902 455111 to be connected to a Scottish engineer** Time

11.6 If the turnstiles are already open then

- **Implement extra supervision on the manual counting system by supplementing each turnstile area with additional stewards to assist in counting.** Time
- **Instruct the Turnstile Area Supervisor to continuously check on the manual reading on all turnstiles for their area and to seek supervision of the Club Secretary and Safety Officer when at 66% capacity.** Time
- **Advise the Stand Senior Steward to be instructing the seating arrangements of spectators in the stand** Time
- **Ensure Turnstile Area Supervisors advise Stadium Control of capacities and as each turnstile reaches capacity to implement closure**
- **Implement lock out procedures should the situation indicate that the turnstiles may reach the capacity levels. See section 11.7.** Time

- **Ensure a record is maintained of all turnstile readings. This will be passed on to the Ticket Office Manager**

11.7 Lock Out Procedure

Should it be necessary to prevent spectators entering the Stadium after turnstiles have been opened the Safety Officer will: -

- **Alert steward supervisors by radio to inform the turnstile operators in all or part of the ground to close the turnstiles. Time**
- **She/He will determine whether there should be a phased closure, for example, as the Stadium reaches capacity or in total in the event of any serious incident. Time**
- **If the police are present she/he will seek their assistance to control any queues or move spectators away from the affected turnstile entry points. Time**
- **Staff will advise spectators via the PA systems or loudhailers of the reason for the turnstile closure and whether they will be opened or remain closed. Time**

SECTION 12

CLOSE CIRCUIT TELEVISION

12. CLOSE CIRCUIT TELEVISION

12.1 The CCTV system will be checked at least 24 hours before the start of any event.

12.2 In the event of partial or total failure of the Stadium CCTV system the Safety Officer will: -

If prior to the event, contact the service engineer via the Groundsman **Time**

- **Tel No**
- **Mobile**

12.3 If the CCTV fault cannot be repaired prior to the event or occurs during the event: -

Liaise with the Police Commander (if policed event) to consider if the loss of all or part of the system will prejudice spectator safety or the policing operation and whether the event should be delayed, postponed or abandoned. **Time**

12.4 In consideration of this the Safety Officer takes account of: -

- **Nature of the fixture.**
- **Anticipated behaviour of spectators**
- **Numbers of spectators and whether already admitted to the Stadium**
- **Whether the event is already underway**
- **Extent of the system failure and likelihood of repair. It is unlikely the event would be delayed, postponed or abandoned if it was only a partial CCTV failure.**

12.5 IF IT IS CONSIDERED THAT THE EVENT SHOULD PROCEED ADVISE STEWARDS TO BE PARTICULARLY VIGILANT IN MONITORING SPECTATOR SAFETY. **Time**

12.6 Liaise with the Police Commander regarding any policing redeployments as a consequence of the CCTV failure. **Time**

SECTION 13

STEWARD RADIO SYSTEM

13. STEWARD RADIO SYSTEM

13.1 The stewarding radio system is hand portable radios operating on a “back to back” frequency. Every transmission can be heard by all radio users.

13.2 There is a facility to switch to an alternative channel. This allows private communication to individuals or groups directed to switch to the other channel.

13.3 In the event of any Radio Communication problems, the Head Steward will: -

- **Ensure all radio users are aware of the problem**
- **Use the PA System if necessary to advise Stewards of any actions to be carried out**
- **Consider using runners for each stand**

SECTION 14

CROWD SURGES/CRUSHING

14. CROWD SURGES/ CRUSHING

14.1 Anyone becoming aware of any disorder, overcrowding, crowd distress, crushing or crowd surging should immediately notify Stadium Control advising a **CODE WHITE** situation. On being made aware of any such report the Safety Officer will: -

- Liaise with the Police Commander (if present) and assess the situation using CCTV, personal observation and any radio reports
Time
- Deploy senior stewards and reserve stewards to the area concerned. The police may also assist.
Time
- Assess with the Police Commander (if present) whether the fixture should be stopped.
Time
- Ensure that the action is taken to prevent/alleviate the problem including access by spectators onto the pitch.
Time
- Dependent on the incident a full or partial evacuation of the area may be necessary.
Time
- SEE SECTION 19 FOR EVACUATION PROCEDURES

- Alert the Club Doctor and St Andrews Ambulance medical staff that there may be crush related injuries
Time
- Be prepared to contact the emergency services if necessary
Time
- Use the PA system to direct people away from the area and support this with Steward/Police cordons.
Time
- Consider whether this should be declared a full scale emergency incident.
Time

SECTION 15

PITCH/PLAYING AREA INCURSIONS

15. PITCH OR PLAYING AREA INCURSIONS

15.1 In the event of being informed of or it appears a pitch playing area incursion is likely the Safety Officer will: -

- **Liaise with the Police Commander (if a policed event) regarding the use of Steward/Police resources. Assess whether the pitch or playing area incursion is likely to be celebratory or hostile.**
Time
- **Deploy all available Stewards to the area(s) concerned to prevent or limit the numbers of spectators gaining access to the pitch.**
Time
- **The Police may assist Stewards in the course of this action.** Time
- **Consider the use of the PA System for warning messages or advising spectators to clear the pitch area.**
Time
- **If a considerable number of spectators have intruded onto the pitch during play the game will have to be stopped. The Chief Steward from the Grandstand will take sufficient Stewards from that stand to conduct the Officials and Players off the pitch.**
- **Consider the use of cordons to prevent further breaches or confrontation between rival fans.**
- **If the pitch incursion escalates into serious disorder inside the Stadium, ensure Stewards give every assistance to the Police to restore order.**
- **IF THE GAME HAS HAD TO BE STOPPED REFER TO SECTION 17 FOR ABANDONED FIXTURES.**

SECTION 16

DELAYED KICK OFF/START

16. LATE ARRIVAL OF SPECTATORS

DELAYED KICK OFF/START

16.1 Should information be received that large numbers of spectators are expected to arrive at the Stadium close to or after the scheduled kick off/start time the Safety Officer will: -

- **Liaise with the Police Commander (if policed event) and Referee regarding the possibility of delaying the kick off (start) time.** **Time**

THE ULTIMATE DECISION FOR THIS RESTS WITH THE SAFETY OFFICER

16.2 A revised time mutually agreed between the match officials, team managers, the Police and the Club will be set as soon as the estimated arrival of the latecomers is known. **Time**

16.3 If the kick off time is delayed, the Safety Officer will advise spectators inside and outside the Stadium via the PA system. **Time**

16.4 If kick off time is delayed the Safety Officer will consider broadcasting the details of the delay by:

- Posting a notice on the club website **Time**
- Posting notices outside the ground **Time**
- Contacting local and national radio stations **Time**

16.5 The Safety Officer will ensure sufficient turnstiles are kept open to allow speedy ingress to the Stadium. In this respect he will continue to liaise with the Police. **Time**

SECTION 17

17. ABANDONED FIXTURES / EVENTS

17.1 Where any fixture/event is cancelled before spectators are admitted to the Stadium, the Club Office Manager will ensure everyone listed at: -

Appendix 2 is notified by telephone.

17.2 Local Radio stations will be contacted: -

WEST SOUND FM – 01387 250100

Time

BBC RADIO SCOTLAND – 0141 422 6000

Time

to advise local spectators.

17.3 Every effort will be made to contact the visiting Club (team) and request them to use their local radio station to advise cancellation of the game. Time

17.4 If spectators have already been admitted when the decision to abandon the fixture is made, the Safety Officer will ensure all turnstiles are immediately closed. Time

- **See Section 11.7 for turnstile closures**

17.6 The Safety officer will advise spectators inside and outside the Stadium of the situation by use of the PA System and request them to leave via the normal exit routes. Time

17.7 If a fixture has been in progress for less than 45 minutes a voucher will be offered to all spectators allowing entrance to the rearranged fixture. Any fixture abandoned after 45 minutes of play, then no such arrangement will apply. Full price admission will apply for a fixture rearranged under these circumstances.

17.8 VOUCHER ARRANGEMENTS

- **All spectators will be issued with a voucher as they leave the Stadium.**
- **Where the game has not commenced they will be issued with a green coloured Voucher**
- **Where the game has commenced and is stopped before half time they will be issued with red coloured Voucher**
- **The PA announcer will advise over the PA system.**

“Today’s game will not go ahead due to, and will be rearranged for a future date. Season Ticket holders will be told of their new voucher number. Persons who have purchased seat tickets should retain their portion of the ticket for the rearranged fixture.

Persons in the stands who are not Season Ticket holders and do not have a Match Day ticket should make their way to the nearest exit in an orderly manner. On leaving the ground you will be given a voucher for this rearranged fixture. Please assist us by queuing in an orderly fashion.”

SECTION 18

TICKETING

18. FORGED TICKETS

18.1 On receipt of information that spectators are attempting to gain admission whilst in possession of forged tickets or season tickets the Safety Officer will: -

- **Liaise with the Police Commander (if policed event) regarding the use of forgeries and seek police assistance in controlling spectator entry.** Time
- **Alert all turnstile operators via the turnstile supervisors of the use of forged tickets.** Time
- **Immediately examine a sample of the forgery and advise turnstile operators and Steward Supervisors of how the forgeries can be identified.**
- **Deploy Stewards to the turnstile blocks to examine tickets before spectators enter the turnstiles.** Time
- **Seek Police assistance in interviewing persons in possession of forged tickets as to how they obtained them.** Time

SECTION 19

EVACUATION PROCEDURES

19. EMERGENCY EVACUATION PROCEDURES

19.1 The control of all emergency evacuations will be under the control of the Club Safety Officer, unless: -

- **The Police Commander advises he/she will take control of the situation.** Time
- **In which case, the Safety Officer and Stewards will act on the direction of the Police Commander.**

19.2 In an evacuation, Supervisors and Stewards will carry out the specific roles allocated to them.

19.3 When a decision to evacuate has been made the game will be stopped by: - Time

- **The Assistant Referees being contacted by the Deputy Safety Officer who should contact the Referee on their headsets to stop the match** Time
- **The Managers and dugout staff of both sides being contacted by the match officials who should take their team and officials to the centre circle to await further instruction** Time

19.4 Prior to any evacuation process consultation between the Safety Officer and Police Commander (if policed event) as to which Stand or area of Stand should be evacuated and the route to be taken. Instructions to Stewards and Police will clarify these points on which exits to use to reach the nearest safe area. If not policed event then police control to be informed via the shop relay handset held in the Ops Room.

19.5 Initial evacuation will take place locally from the affected area to designated safe areas either outside the Stadium or onto the playing area. If necessary the whole stand or entire population of the Stadium will be evacuated.

19.6 Spectators will be directed to leave via the normal exits in their area of the Stadium unless obstructed or incapable of being used for any reason. In which case alternative exit routes will be utilized. If the situation warrants it, spectators can exit via the pitch side exits onto the playing area and away from the affected Stand(s).

19.7 As per 19.6, in the event of any emergency, the most useful part of the ground is the playing area to which all spectators, irrespective of their position, would have access. Consideration in the first instance should therefore be given to having spectators from an affected section of the ground ushered to the open space safely, at the same time ensuring that those in areas unaffected remain in their section to avoid any clashes.

This could entail spectators climbing over the retaining wall or fence as this may be the only means of escape and must be permitted.

Immediate assistance at such points by police and stewards is therefore essential. The ushering thereafter to exit gates will depend entirely on the area affected as mentioned previously and shown in Appendix 4 viz:-

- Portland Terracing - Blue Section
- East Stand – Orange and Yellow Sections
- West Grandstand – Green Section

Portland Terrace – Blue Section

Spectators will be ushered to Gates 'E; and 'G' where there is ample space on the approach to both gates.

Terregles Street Terrace

Spectators will be ushered to Gates 'A' and 'B' which give access to Terregles Street where there is ample space. This is a busy public road which if possible should be stewarded.

East stand

The East Stand is situated on the east side of the ground and has seating for 2,192 persons. It is served by four internal stairways mid-stand and two external stairways which lead to the concourse of the stand and are situated equidistant along the entire length of the stand. The external stairway to the south end of the East Stand also serves as an access ramp to the disabled area where there are a further ten spaces for disabled persons. There is also spaces for a further 10 disabled persons in Section 1 to the north end of the Stand.

Spectators being evacuated from all of or part of the East Stand should be evacuated via the safest possible route depending upon the nature of the event that demands evacuation. If evacuated from the ground then this should be via the nearest safe exit gate.

If the First Aid Room(s) is affected, all First Aid staff will reassemble in the physiotherapy room or other safe location.

Main Stand

Evacuation of the Gates Power Transmission Stand will be considered separately hereafter. In respect of spectators on the West Terracing and Grandstand enclosure however, they will be ushered to the nearest safe exit.

The Grandstand is situated on the west side of the ground and has seating for 1,185 persons. It is served by four stairways – two internal stairways situated in mid stand and two external stairways situated at the front north and south sides of the Grandstand. To the front, nine feet below the level of the Grandstand is an enclosure with exits at either end.

Spectators being evacuated from all of or part of the East Stand should be evacuated via the safest possible route depending upon the nature of the event that demands evacuation. If evacuated from the ground then this should be via the nearest safe exit gate.

It may well be found that some spectators in the stand will panic and opt to clamber over the front of the Grandstand where they will be faced with a nine feet drop. This may, in an emergency, be one of the only ways out but where possible it should be discouraged.

Stewards and Police should bear this in mind.

19.8 Occupants of the Hospitality lounge and Board Room will exit via the safest available route. The Commercial Manager or Hospitality Host will assist in identifying the nearest safe route.

19.9 If the Control Room, is affected the Safety Officer and Police Commander will decide on whether the Stadium Control should be evacuated. If this is done, all Control Room staff will move to the Match day office or office/shop complex in the Arena.

19.10 If the Stand, which accommodates the media, is affected, the media representatives will evacuate to the Arena car park.

19.11 If the Stand, which accommodates the players and officials, is affected they will be evacuated to the changing rooms under the East Stand.

19.12 Car park Stewards will ensure no cars are allowed to leave the car parks until allowed to do so by the Safety Officer/Police Commander. This could hinder the arrival of incoming emergency vehicles.

19.13 The time and nature of the incident will determine whether spectators may be admitted back into the Stadium after the emergency has been dealt with.

No one will be admitted back into the Stadium without the prior agreement of the Senior Fire Officer (if present), Police Commander (if present) and the Safety Officer.

19.14 The rendezvous points for the Stadium are at: -

- **RVP 'A' EXIT GATE C (GRANDSTAND)**
- **RVP 'B' EXIT GATE G (PORTLAND ROAD)**

The Safety Officer will direct a Steward to both points to assist the Emergency Services as they arrive. **Time**

19.15 The operating procedures for the Emergency Services are held in Stadium Control.

SECTION 20

PERSONS WITH DISABILITIES EVACUATION

20. EMERGENCY EVACUATION PROCEDURES

PERSONS WITH DISABILITIES

20.1 Stewards with a specific responsibility for spectators confined to wheel chairs will advise them to remain in their respective areas until they and their helpers are escorted to a safe area by the Stewards.

20.2 Visually handicapped supporters will be evacuated with the assistance of Stewards.

20.3 Stewards should pay particular notice to the elderly or persons with impaired movement who may require assistance.

20.4 Persons with disabilities are spoken to by a steward prior to a match to make them aware of evacuation procedures at the Stadium.

SECTION 21

EMERGENCY ANNOUNCEMENTS

21. EMERGENCY ANNOUNCEMENTS

21.1 All emergency announcements will be made via the public address system.

21.2 The messages can be made by either the: -

- **Public Address Announcer**
- **Safety Officer or Deputy**
- **Police Commander**

21.3 The first message to be broadcast will be: -

- **“WOULD SAFETY OFFICER ERIS CONTACT THE CONTROL ROOM IMMEDIATELY”**

Time

21.4 All emergency messages will be preceded by the phrase repeated twice: -

- **“THIS IS AN EMERGENCY ANNOUNCEMENT”**

This alerts Stewards/Police and the match officials that something is amiss in the Stadium and will be used before further messages are broadcast to spectators. Upon hearing this message Stewards will ensure that all exit gates in the Stadium are opened in case there is a need for an evacuation of all or part of the Stadium.

21.5 Announcements will be addressed to: -

- **The whole Stadium**

21.6 In the event that there is a need to evacuate the Stadium and to stop the match the following message will be broadcast over the public address system:

- **“DUE TO CIRCUMSTANCES BEYOND OUR CONTROL, THE MATCH HAS HAD TO BE ABANDONED. YOU ARE REQUESTED TO LEAVE THE GROUND IN AN ORDERLY MANNER. THE GATES HAVE BEEN OPENED AND THE POLICE AND STEWARDS WILL ASSIST IN YOUR EXIT FROM THE GROUND. THE GAME WILL NOT BE RESTARTED.”**

Time

21.7 Should the emergency situation pass before spectators are asked to leave the Stadium the following messages will be broadcast over the PA system:

- **“ALL POLICE AND STEWARDS RETURN TO NORMAL DUTIES”** Time

This will alert Stewards/Police to revert to their normal duty.

21.8 In the event of certain incidents the following code words will be used in any message: -

“CODE RED”	FIRE
“CODE BLACK”	BOMB/SUSPECT PACKAGE THREAT PERCEIVED
“CODE BLACK ALERT”	BOMB/SUSPECT PACKAGE THREAT CONFIRMED
“CODE WHITE”	PUBLIC DISORDER

21.9 The Stand down message as at 21.7 will apply whatever the incident.

21.10 **STAFF INSTRUCTION NOTICES FOLLOW THIS SECTION.**

21.11 **STAFF INSTRUCTION NOTICES**

IF YOU DISCOVER OR ARE INFORMED OF A FIRE

- Immediately contact Stadium Control by radio, direct contact or operate the nearest fire alarm call point. Time
- Never use the word “fire” within the hearing of the public as this could cause panic; always use the code “**RED**”.
- Give the location of fire as follows:
“(Name) **REPORTING CODE RED at***.....” (*describe the exact location of the fire).
REPEAT MESSAGE Time
- Attack the fire if possible with the appliances provided, but without taking personal risk.

IF YOU DISCOVER OR ARE INFORMED OF A SUSPICIOUS PACKAGE

- Immediately contact Stadium Control using the nearest telephone. Never use the word “BOMB” within the hearing of the public, always use the code word “**BLACK**”. Time
- Give the location of the suspicious package as follows:
(Name) **REPORTING CODE BLACK at ***.....* (*describe the exact location of the package).
- Do not approach or touch the package. Take no further action until told to do so.
- DO NOT use radios within the vicinity of a suspect package. Retire at least 10 metres away from the package before using a radio.

IF YOU DISCOVER OR ARE INFORMED OF A CROWD RELATED INCIDENT:

- Immediately inform Stadium Control by radio or telephone. Time
- Give the location of the incident as follows:

(Name) **REPORTING CODE WHITE** at *.....* (describe the exact location of the incident).

- If in your area, monitor situation and keep Stadium Control informed.

21.12 STAFF INSTRUCTION NOTICE

GENERAL ALERT PROCEDURES

- On hearing the following coded alert announcement over the Public Address System, Would Safety Officer Eris contact the control room immediately". (The code "Red", "Black" or "White" may also be used).

All Stewards proceed to your predetermined emergency positions. Do nothing to attract attention. Await further instructions.

NOTE

It is important that Stewards take up positions allocated to them at all exits and other strategic positions as detailed in the pre-match briefing. These positions must not be left vacant at any time; any Steward requiring relief must contact the Chief Steward who will nominate a replacement, thus ensuring that the position is always staffed.

- Only the Safety officer in consultation with the Police Commander shall decide whether an evacuation is necessary. If the decision to evacuate is made, the following announcement will be made over the Public Address system:

"DUE TO CIRCUMSTANCES BEYOND OUR CONTROL, THE MATCH HAS HAD TO BE ABANDONED. YOU ARE REQUESTED TO LEAVE THE GROUND IN AN ORDERLY MANNER. THE GATES HAVE BEEN OPENED AND THE POLICE AND STEWARDS WILL ASSIST IN YOUR EXIT FROM THE GROUND. THE GAME WILL NOT BE RESTARTED".

- At the conclusion of the announcement, ensure all exit doors are open and announce calmly and firmly **"This way out please"**.
- When the evacuation has been completed, close all exit doors to prevent persons re-entering the Stadium.
- Stewards shall search all refreshment areas, bars, cloakrooms, toilets, staff areas etc., to ensure that no person is left in his/her sector, then report to the Stadium Control that their section is clear.
- Proceed directly to your assembly point – CAR PARK AT REAR OF BLUE STAND

- **DO NOT STOP TO COLLECT PERSONAL BELONGINGS**
- **DO NOT PANIC**
- **KEEP CALM AT ALL TIMES**

- Do not re-enter the Stadium once outside.

Remember –

- The evacuation message
- The code words
- The assembly point(s)

STAND DOWN MESSAGE

- If it is decided not to evacuate the stadium, the following stand down message will be made over the public address system:

Loud chimes followed by **“All police and stewards return to normal duties”**.

On receipt of this message, all staff and stewards shall resume their normal duties.

21.13 STAFF INSTRUCTION NOTICE – SAFETY OFFICER

ON BEING NOTIFIED OF A FIRE

Immediately arrange for the Fire Brigade to be notified by telephone: Time

- **Dial 999** Time
- **Give the operator the telephone number and ask for FIRE.**
- **When the Fire Brigade replies, notify:**

“FIRE AT PALMERSTON PARK FOOTBALL STADIUM”

If possible give exact location of the fire by identifying the name of the stand and the elected RVP. **DO NOT DISCONNECT UNTIL THE ADDRESS AND RVP HAVE BEEN REPEATED BY THE FIRE BRIGADE.**

Inform the Senior Police Officer, if present, that the Fire Brigade has been called. Time

21.14 STAFF INSTRUCTION – DEPUTY SAFETY OFFICER

On the instructions of the Safety Officer or Senior Police Officer announce over the Public Address system **“THIS IS AN EMERGENCY ANNOUNCEMENT”**, followed by:

In the case of fire alert **“All Stewards to post (or location)” – CODE RED** Time

In the case of a bomb threat or suspect package alert **“All Stewards to post (or location)” – CODE BLACK** Time

In the case of a bomb threat or suspect package confirmed **“All Stewards to post (or location)” – CODE BLACK ALERT** Time

In the case of crowd related problem **“All Stewards to post (or location)” – CODE WHITE** Time

NOTE: Never use the word FIRE or BOMB or DISORDER within the hearing of the public.

IF YOU ARE INSTRUCTED TO GIVE AN EVACUATION ANNOUNCEMENT BY THE SAFETY OFFICER OR SENIOR POLICE OFFICER:

Announce over the Public Address System:

“DUE TO CIRCUMSTANCES BEYOND OUR CONTROL, THE MATCH HAS HAD TO BE ABANDONED. YOU ARE REQUESTED TO LEAVE THE GROUND IN AN ORDERLY MANNER. EXIT GATES HAVE BEEN OPENED AND THE POLICE AND STEWARDS WILL ASSIST IN YOUR EXIT FROM THE GROUND. THE GAME WILL NOT BE RESTARTED.” Time

Repeat the message until you are satisfied that the evacuation is proceeding satisfactorily.

SECTION 22

EMERGENCY PROCEDURE PLANS

22. EMERGENCY PROCEDURE PLANS

22.1 Safety Officer

- Notified of incident via mobile telephone/radio/landline if not in control room. Time
- Immediate liaison with Police Time
- First Emergency message given by Assistant Safety Officer Time
- Constant updates via Assistant Safety Officer/cameras and Chief Steward at scene. Time
- Liaison/decision to evacuate made. Time
- Second emergency message Time
- Direct evacuation through radio Time
- Sign over responsibility to Police if present Time
- Log change of authority Time
- Liaise with Police, Deputy Safety Officer and Chief Steward Time
- Monitor evacuation Time
- Constantly review situation and direct operations Time

22.2 CCTV Operator

- Notified of incident Time
- Put cameras on affected area Time
- Report back to Safety Officer and Police Commander Time
- Record affected area/incident constantly Time
- Await instructions from Police Commander and Safety Officer Time

22.3 Deputy Safety Officer – Radio

- Confirm details of incident Time
- Notify Safety Officer wherever he is by Mobile telephone/landline/radio Time
- Request immediate return to Stadium Control Time
- Notify CCTV operator Time
- Notify Chief Steward – immediate attendance at affected location to report back
Time
- Notify Police Time
- Notify Club Secretary Time
- Log all issues. Prepare for PA message Time
- Brief Safety Officer on incident Time
- First message if directed, through Radio – REPEAT Time
- Access camera Time
- Collect information from Chief Steward and relay to Safety Officer Time
- Carry out Safety Officer instructions Time
- Constant surveillance of incident Time
- Advise transfer of authority by Safety Officer to Police Time
- Prepare for second emergency message Time
- Second message over radio – REPEAT Time
- Co-ordinate evacuation following Safety Officers instructions Time
- Await stand down instructions Time
- Confirm evacuation and area searches Time

22.4 Chief Steward

- Notification of incident via control room Time
- Get to affected site IMMEDIATELY Time
- Do not get involved
- Contact Stadium Control and update on incident – ensure all details of incident are relayed to control. Time
- Respond to Safety Officers instructions as and when instructed Time
- Liaise with Police and feedback to Stadium Control on incident Time
- Request extra staff/back up through control for assistance at incident Time
- Respond to emergency message as required Time
- Assist in evacuation of area Time

SECTION 23

MEDICAL SUPPORT

See specific medical plan

SECTION 24

POST-INCIDENT RECOVERY

24. POST INCIDENT RECOVERY

24.1 Queen of the South Football Club is a business and following any incident likely to prejudice that business it is essential that plans be in place to assist the Business Recovery. These plans are intended to ensure normal Stadium Operations can be resumed without delay.

24.2 Since an incident can take many forms identified in the contingency plans such as a major fire, explosion or construction failure, precise planning will take account of the exact nature of the incident. However, the Club has in place procedures for:

- Contacting the Club Insurer and liaison with the Loss Adjuster
- A Salvage Team on site
- Plans and drawings available from the Club Architect
- Surveyors and Engineers who can draw up a schedule of work
- Costing for the Restoration Project
- If only part of the Stadium is affected, the use of other areas in consultations with the Safety Group
- Security of the Stadium structure
- Potential use of the Stadium whilst re building takes place
- The use of an alternative Stadium if necessary.

24.3 Flexibility will be needed in any major incident post recovery stage, which will be managed by the Chairman.

SECTION 25

THREAT OF A TERRORIST ATTACK

25. THREATS FROM TERRORIST ATTACK

25.1 Due to the on-going climate of threats to the public of terrorist attack and the soft option that is presented by large gatherings of spectators at entertainment venues, and in particular those attracting large numbers of spectators, would be high on a terrorist list. It is therefore prudent and good safety management that we put in place a contingency plan to counter that threat before, during and after a match or other public entertainment at Palmerston Park. This document aims to fulfil that ideology whereby 'best practice' becomes the norm for the staging of such events during times of high risk.

BEFORE THE EVENT

25.2 When the authorities issue a **specific high 'Security Alert Threat'** (there may have already been an attack elsewhere) into the public domain, which could be targeted at a football stadium the following action, will be taken by Queen of the South Football Club. Consideration should be made through taking advice from all relevant parties as to whether or not the event should take place. If it is agreed that it will take place then:

25.3 The Safety Officer will be responsible for maintaining the appropriate level of communication with the relevant authority (police) as to the level of risk prevalent for each event **not less than 5 days prior** to that event (or day of alert if this is later). Such information will be recorded in a log, which will be established to cover the event. This log will then form the basis of a record for the event in question and will time-line the courses of action taken to counter the threat of a terrorist attack at the Palmerston Park Stadium as required by this contingency plan.

25.4 The Safety Officer will contact the Chair of the Safety Advisory Group (SAG), informing him that Queen of the South Football Club intends to implement this contingency plan. (SAG may wish to implement their own procedures regarding the event and may require the club to convene a safety meeting, which may impose additional requirements for the event.)

25.5 The Safety Officer will arrange for sufficient staff to be available to implement this plan.

25.6 On the day of the event the Safety Officer (Match Day Safety Officer) will access the Met Office for weather information.

25.7 At the end of business the day prior to the event at Palmerston Park a detailed search of the stadium will be carried out by staff trained to perform such duty who will on completion fill out the proforma provided. The search will include all the parking areas, rubbish skips, litter bins etc. Any items of concern following the search will immediately be communicated to the Safety Officer who will take action to eliminate the problem.

25.8 Following the completion of the above search procedures the Safety Officer will arrange for the appropriate level of **continuous** on-site security patrols to be maintained until the commencement of the event. Such patrols will be vigilant in ensuring the integrity of the stadium is maintained at the

standard achieved following the above search and will complete the proforma provided. The stadium CCTV cameras will also be operating to continuously record from strategic pre-set positions.

25.9 The security patrols will record details of any vehicles left on the premises at the close of business and overnight and will report to the Safety Officer any vehicles whose ownership is not known.

25.10 Also at the close of business the day before the event the Safety Officer will arrange for the car parks to be closed and vehicle entry the following day to be strictly controlled so that only authorized vehicles are allowed to enter the curtilage of the stadium and to remain there. Where it is thought that the level of threat is of sufficient seriousness consideration must be given to the complete closure of the stadium car parks.

25.11 Assistance may also be required from the police in order to prevent the parking of vehicles in the club car park or areas surrounding Palmerston Park privately owned by Queen of the South FC.

DURING THE EVENT

25.12 The stewards' match day briefing will include a full security up-date and the need for a further search of the stadium to be carried out and for the stewards to be extra vigilant. This will include observation for persons acting in a suspicious manner. Sufficient numbers of stewards are to be deployed at all turnstiles and other points of entry to effectively carry out searches.

25.13 Car parking stewards will be in constant presence at the stadium car parks until the end of the event and will refuse entry to all but emergency vehicles and others who are in possession of the appropriate permit. If thought necessary, a physical barrier may be required to block the access roads but the police will advise on this necessity.

25.14 As authorised under the ground regulations all spectators will be required to submit to being searched at all points of entry to the stadium including hospitality and corporate areas. The search will include the inspection of all bags, hand bags etc. Due to the threat of attack being made known to the public it is anticipated that full co-operation would be achieved.

25.15 In the Control Room the CCTV operator's position will be constantly staffed and regular 'scans' made inside and outside the stadium.

25.16 The above strategy will remain in place until the public have left the stadium and will continue for subsequent events until such time as the 'alert' is downgraded.

IN THE EVENT OF THE ATTACK

25.17 In the event that an attack does take place it must be considered that such an attack will include a method of delivering contaminants (chemical, biological, radiation), the so called 'dirty bomb syndrome'. The nature of such an event would deem it desirable and necessary for those people affected to undergo a decontamination process. Ideally this should take place at the stadium as this would prevent further people being contaminated and stop hospitals from becoming saturated it would also make sense to concentrate the facility where it is most needed. Obviously if the attack involved an explosive device there could well be a considerable number of casualties who would need immediate hospital treatment with those who are obviously deceased being the last to be attended to. A Triage point would therefore need to be established as quickly as possible.

25.18 Employees of Queen of the South Football Club will be entitled to the same consideration as those of our customers and will not be instructed to perform acts, which could endanger them. This having been stated it may well be that stewards who volunteer could be of benefit. A decision of this nature would have to be made after consultation with the relevant emergency service.

This contingency plan reflects the above and the immediate response to it but primacy for the aftermath must rest with the emergency services.

CONTROL ROOM ACTION

25.19 DUE TO THE POTENTIAL SPREAD OF CONTAMINATION WEATHER CONDITIONS WILL PLAY A MAJOR PART IN ANY DECISIONS THAT ARE TAKEN INCLUDING WHETHER OR NOT IT IS SAFE TO OPEN EXIT DOORS IN CERTAIN AREAS OF THE STADIUM.

25.20 If the control room has been unaffected by the attack and is not under any threat then this must remain the obvious control location until the emergency services have set up their own Major Incident Control. If the control room has been affected or is under threat then all staff must relocate to a safe and useable location, taking with them what equipment will be of use (radios, mobile telephones, bull horns, the contingency plans, CCTV tapes etc.). Ideally such location should have a view of the areas of the stadium that have been affected so that decisions can be made as the situation changes.

25.21 IN EITHER CASE THE EMERGENCY SERVICES MUST BE INFORMED IMMEDIATELY BY THE MOST EXPEDIENT MEANS (Land line or mobile telephone) UTILISING THE 999 SYSTEM GIVING AS MUCH INFORMATION AS IS POSSIBLE INCLUDING ANY KNOWN EFFECTS THE ATTACK HAS HAD ON APPROACHES TO THE STADIUM.

The established telephone link with the initial emergency service contacted (usually police) must be kept open so that up to date information can be relayed as it becomes available.

25.22 During the security alert and prior to the event, the weather forecast will have been provided by the Safety Officer (see paragraph 25.6 above) and conditions will have been constantly monitored from the control room up to the time of the attack. (Strong consideration should be given to provide a visual means of obtaining the wind direction from the control room at any given time, possibly a wind sock or at the very least a strategically placed flag). This will provide initial knowledge of where there is likely to be the safest unaffected area inside or outside the ground where the spread of contaminants is least likely and where a triage and decontamination unit could be established. When this has been decided upon control will carry out the following procedures.

25.23 Utilising the Public Address System or the 'Bull Horns' if the PA is affected, as necessary INITIATE THE STANDARD EVACUATION PROCEDURES (Section 19 above) then give out the following message:

"THIS IS AN EMERGENCY ANNOUNCEMENT, DUE TO THIS INCIDENT THERE MAY BE CONTAMINANTS SPREAD BY THE WEATHER CONDITIONS, ALL PERSONS INCLUDING QUEEN OF THE SOUTH FC STAFF AND STEWARDS ARE STRONGLY ADVISED FOR YOUR OWN SAFETY TO MAKE YOUR WAY TO (area as established as above), WHERE YOU SHOULD REMAIN

UNTIL YOU ARE ADVISED OTHERWISE. PLEASE ASSIST OTHERS WHO ARE NOT CAPABLE OF MAKING THEIR OWN WAY TO GO WITH YOU. PLEASE REMAIN CALM THE EMERGENCY SERVICES ARE ON THEIR WAY.

PLEASE BE AWARE THAT IF CONTAMINANTS ARE PRESENT THEN DECONTAMINATION IS ESSENTIAL AND WILL BE PROVIDED ON ARRIVAL OF THE FIRE AND RESCUE SERVICE DO NOT LEAVE THE AREA AS THIS WILL SPREAD CONTAMINANTS TO OTHER PERSONS.”

REPEAT MESSAGE SEVERAL TIMES

25.24 Available senior supervisors with radios must be directed to the above area so that radio links with the area can be established and messages relayed to the people attending the location (a sudden change in the weather may mean relocating the area).

25.25 Based on the information available the Safety Officer in consultation with the police (if present) should identify a likely Rendezvous Point (RVP) for the initial arrival of emergency service vehicles. This information is to be passed via the open link to the relevant emergency service and to the stewards via radio.

25.26 If fire is present as a result of the attack then this should be tackled by stewards only if it is safe for them to do so AND the fire is endangering the lives of other persons. If there is no danger to others, then the fire should be left for the fire service to tackle.

25.27 Control must establish contact with car park stewards who if it is possible must close all gates to prevent vehicles from leaving the stadium so that the approaches are kept free for the emergency services to attend.

PRIMACY FOR THIS INCIDENT MUST THEN BE HANDED OVER TO THE EMERGENCY SERVICES AS SOON AS PRACTICABLE.

25.28 Further assistance to the emergency services by Queen of the South Football Club employees must only be provided if it is requested and safe for the to do so. This does not preclude the offers of volunteers.

CONTINGENCY PLANS

CONTROL ROOM PROCEDURES IN THE EVENT OF A TERRORIST ATTACK

IN THE EVENT OF A TERRORIST ATTACK (suspected or otherwise) CONTROL WILL TAKE THE FOLLOWING ACTION:-

DURING TIMES OF NATIONAL *HIGH SECURITY ALERT STATE* ANY ATTACK AT PALMERSTON PARK MUST BE TREATED AS A TERRORIST ATTACK AND THAT ITS MEANS OF DELIVERY MUST BE INTENDED TO CAUSE MAXIMUM EFFECT BY THE DISPERSAL OF CONTAMINANTS. (So called Dirty Bomb)

During such a state of National Emergency the procedures outlined in Contingency Plan 25 will have been activated and the measures taken will reflect on the procedures below.

Employees of Queen of the South Football Club will be entitled to the same consideration as those of our customers and will not be instructed to perform acts which could endanger them. This having been stated, it may well be that stewards who volunteer could be employed assisting the emergency services in areas where there is no threat to them and where their team work and use of radio communications could be of benefit. A decision of this nature would have to be made after consultation with the relevant emergency service.

Initial Action:-

1. ANY AVAILABLE OPERATOR TO MAKE CONTACT WITH FIRE, POLICE, AMBULANCE, by use of 999 system by landline telephone or mobile telephone. (Consider use of Police Radio if telephones not viable.)

Give as much information as possible including:-

Casualties - Numbers (estimated & severity of injuries)
Hazards - Present & Potential (Fire, gas, chemical, fumes etc.)
Access - Best Available
Location - Exact
Emergency - Services present and required
Type - Type of incident

Include any detrimental effect on approaches to the Stadium and the current weather conditions including wind direction and intensity. (If a plume is present give direction and any colour which may be visible)

THE LINK ESTABLISHED MUST BE KEPT OPEN WITH THE SERVICES OPERATOR SO THAT TRANSMISSION OR FURTHER INFORMATION CAN BE MADE AS IT HAPPENS.

2. IF IN DANGER OR OUT OF PRACTICAL USE RELOCATE CONTROL to a location that is outside the prevailing weather conditions but has useful visual potential. TAKE LOGS, RADIOS, BULL HORNS, CONTINGENCY PLANS AND IF POSSIBLE CCTV TAPES etc.

3. If the control room is still operational or as soon as a new location has been established, the following procedures should be followed and the time line of actions recorded in the match/event day log.

4. There may well be injured, dying or deceased persons as a result of attack BUT CONTROL MUST FIRST ESTABLISH WHERE THE SAFEST AREA IS INSIDE OR OUTSIDE THE STADIUM HAVING REGARD TO WEATHER CONDITIONS AND ANY OTHER FACTORS WHICH ARE PRESENT, WHERE ALL PERSONS CAN BE DIRECTED TO ASSEMBLE. When this has been decided upon inform the emergency services operator of the location and direct (by radio) supervisors to attend the area and by use of the Public Address System or 'Bull Horns' initiate the standard evacuation plan as required giving due consideration whether it is safe to open ALL exit gates and then give out the following message:

“THIS IS AN EMERGENCY ANNOUNCEMENT, DUE TO THIS INCIDENT THERE MAY BE CONTAMINANTS SPREAD BY THE WEATHER CONDITIONS, ALL PERSONS INCLUDING QUEEN OF THE SOUTH FC STAFF AND STEWARDS ARE STRONGLY ADVISED TO FOR YOUR OWN SAFETY TO MAKE YOUR WAY TO (area as established above) WHERE YOU SHOULD REMAIN UNTIL YOU ARE ADVISED OTHERWISE. PLEASE ASSIST OTHERS WHO ARE NOT CAPABLE OF MAKING THEIR OWN WAY TO GO WITH YOU. PLEASE REMAIN CALM; THE EMERGENCY SERVICES ARE ON THEIR WAY!

PLEASE BE AWARE THAT IF CONTAMINANTS ARE PRESENT THEN DECONTAMINATION IS ESSENTIAL AND WILL BE PROVIDED ON THE ARRIVAL OF THE FIRE AND RESCUE SERVICE DO NOT LEAVE THE AREA AS THIS WILL SPREAD CONTAMINANTS TO OTHER PERSONS.”

REPEAT MESSAGE SEVERAL TIMES

5. Once established the above area must be constantly monitored for any changes in weather conditions which may necessitate the area being moved.

6. IDENTIFY A SUITABLE RENDEZVOUS POINT for the initial arrival of emergency vehicles and inform the services operator by telephone link and stewards by radio. Time

7. If fire is present AND endangering life AND it is safe for them to do so instruct fire stewards to attend the fire until relieved by the fire service. Time

8. Where it is considered safe to do so direct car park stewards to close all car parks so that approach roads do not become clogged by vehicle leaving preventing the emergency services from gaining access. Time

9. Establish teams of stewards with radios to be available on a voluntary basis to provide assistance to emergency services following liaison with the emergency services. Time

10. PRIMACY FOR THIS INCIDENT MUST BE HANDED OVER TO THE EMERGENCY SERVICES AS SOON AS PRACTICABLE. Time

MATCH DAY PROCEDURES

ANTI-TERRORISM CONTINGENCY PLAN IN OPERATION

PALMERSTON PARK, QUEEN OF THE SOUTH FOOTBALL CLUB

TIME & DATE	ACTION	REMARKS	SIGNATURE
	Day of event following		
	actions to be carried out in		
	line with severity of risk.		
	1. All vehicles prohibited		
	from entering curtilage of		
	Stadium unless in		
	possession of permit or		
	emergency vehicles.		
	2. Consider provision of a		
	physical barrier at access		
	points.		
	3. Arrange for the match		
	day briefing to contain a		
	full security update and		
	reminder of contents of		
	contingency plan.		
	4. Ensure manning levels		
	are sufficient to carry out		
	search of ALL spectators.		
	5. Ensure Control Room is		
	fully manned and that all		
	the equipment etc. is		
	operational and staff have		
	been fully briefed.		
	6. Hand this log to the		
	Event Controller for		
	continuous update until its		
	conclusion.		

MATCH DAY PROCEDURES

ANTI-TERRORISM CONTINGENCY PLAN IN OPERATION

PALMERSTON PARK, QUEEN OF THE SOUTH FOOTBALL CLUB

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	6. Hand this log to the		
	Event Controller for		
	continuous update until its		
	conclusion.		

APPENDICES

APPENDIX 1

EMERGENCY TELEPHONE NUMBERS

Company	Contact	Telephone Number
Local Police Command	Local Chief Inspector DCU	101
Local Fire Command	Station Manager	01387 252222
Local Ambulance Service	Area Manager	01387 252806
St Andrews Ambulance	David Chalmers	07751 678396
Safety Certifying Authority	Dumfries and Galloway Council	01387 260000
Electricity supplier	Scottish Power	0845 2727999
CCTV maintenance	Alarm Systems Limited	07850 786142
PA system maintenance	Bell Electrical	07710 679796
Fire Alarm System	Alarm Systems Ltd	07850786142
Glazing	Glass and Glazing	07866 362577
Electrician	Bell Electrical	07710 679796

THE FOREGOING IS NOT AN EXHAUSTIVE OR PRESCRIPTIVE LIST. IT IS A MATTER FOR THE PERSON DRAFTING THE PLANS TO INCLUDE DETAILS OF ANY PERSON CONSIDERED RELEVANT TO THE STADIUM OR EVENT OPERATION.

APPENDIX 2

LIST OF PERSONS TO BE CONTACTED IN THE EVENT OF A POSTPONED FIXTURE/EVENT

Agency	Contact name/point	Telephone Number
Local Police Command	Control Room	101 or Radio
Local Fire Service	Control room	
Local Ambulance Service	Area Manager	01387 270176
St Andrews Ambulance	David Chalmers	07751 678396
Duty Electrician	Bell Electrical	07710 679796
Crowd Doctor	Guy Beaumont	07711 777856
SFA	Referees Department	0141 616 6000
SPFL	Anton Fagan	07918 738933

THE FOREGOING LIST IS NOT EXHAUSTIVE OR PRESCRIPTIVE AND IT IS A MATTER FOR THE PERSON DRAFTING THE PLANS TO INCLUDE DETAILS OF PERSONS WHO WILL HAVE TO BE CONTACTED SHOULD A FIXTURE/EVENT HAVE TO BE CALLED OFF.

APPENDIX 3

QUEEN OF THE SOUTH FOOTBALL CLUB

Club Staff and Board of Directors Telephone Numbers

Role	Contact name/point	Telephone Number
Match day Safety Officer	Phil Stewart	07734487581
Deputy Safety Officer	Eric Moffat	07732640738
Groundsman	Kevin McCormick	07780 527246
Club Doctor	Guy Beaumont	07711 777856
Chairman	Billy Hewitson	07836 550549
Vice Chairman	Craig Paterson	07711 105378
Director	Mark Blount	07950 033678
Press Officer	Sandra Brown	07733203171

APPENDIX 4

STADIUM PLANS

Figure 1 Palmerston Park ground plan showing steward positioning

Figure 2. Palmerston Park ground plan showing further steward positioning

Figure 3. Palmerston Park East Stand showing sections and exit gates.

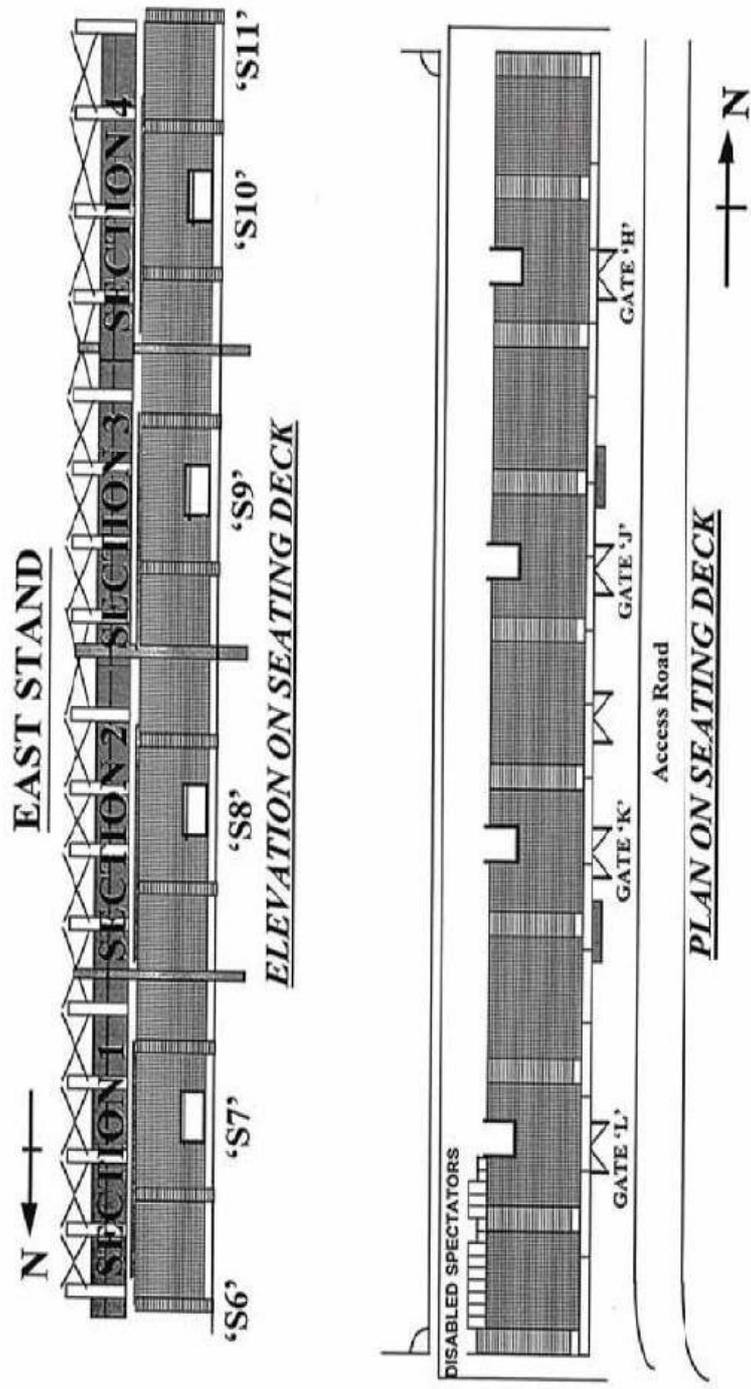
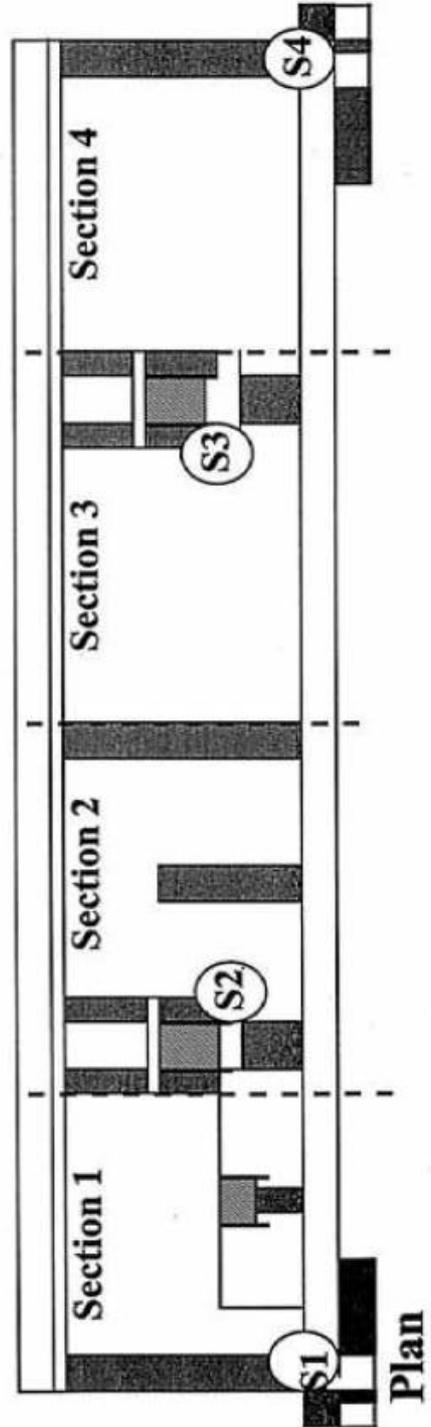
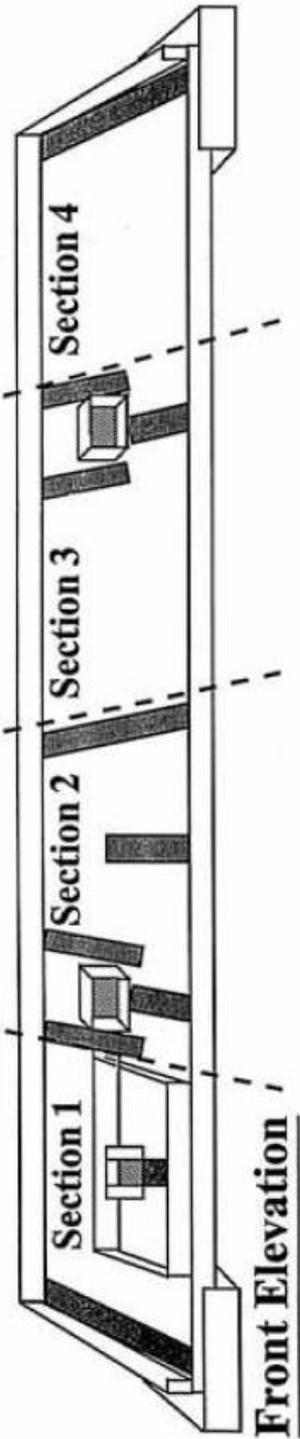


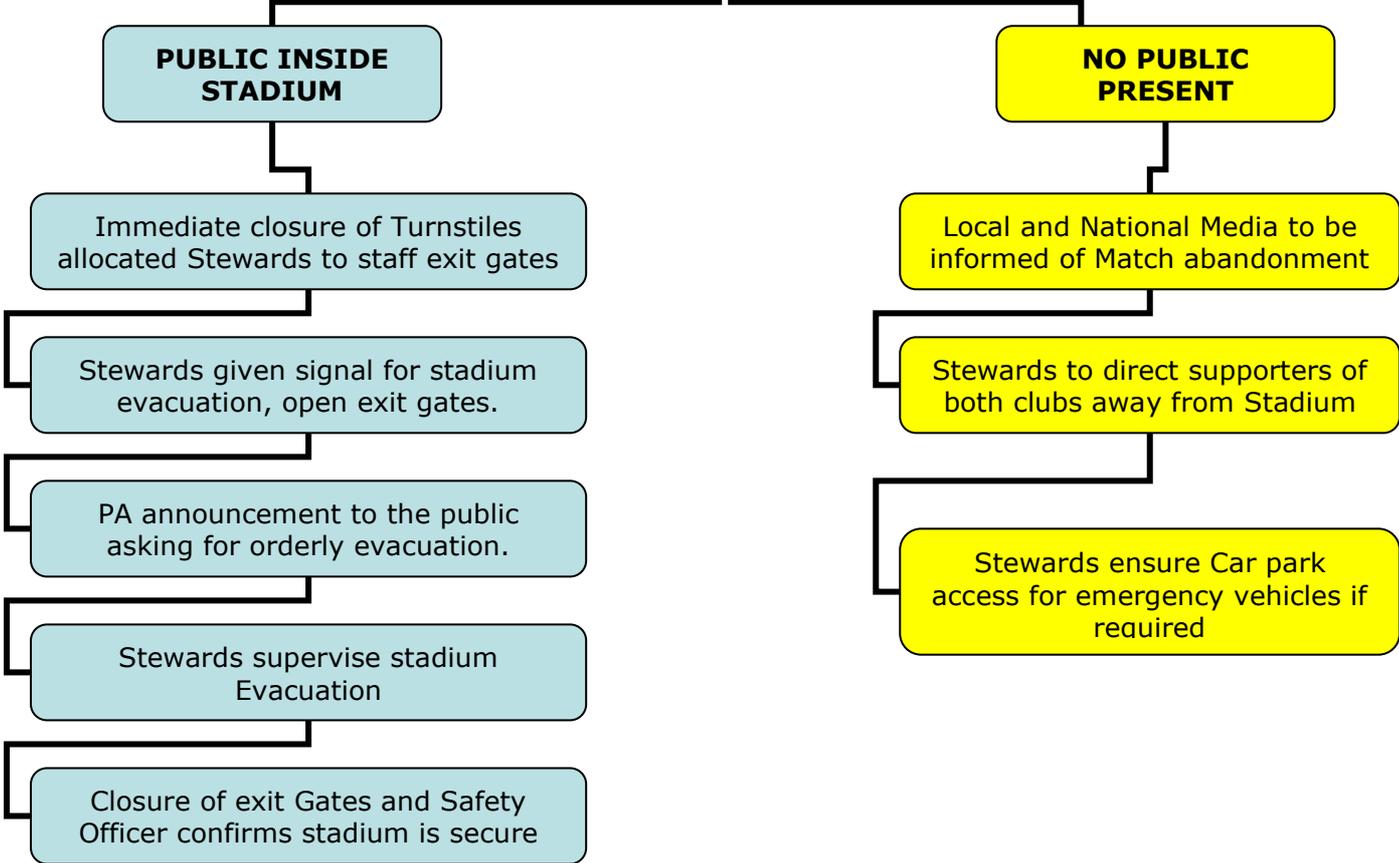
Figure 4. Palmerston Park Grandstand showing sections and exit gates.

PALMERSTON PARK - WEST STAND



CONTINGENCY 1 ABANDON MATCH

Notification to Abandon Match



NOTE:

Consider plan for vouchers on public leaving stadium so that free admission can be fairly administered for the rearranged match.

CONTINGENCY 2: ADVERSE WEATHER CONDITIONS

Immediate Notification of Forecast or observed conditions

Local and National Media to be informed of Match abandonment

Immediate closure of Turnstiles allocated Stewards to staff exit gates

Stewards given signal for stadium evacuation, open exit gates.

PA announcement to the public asking for orderly evacuation.

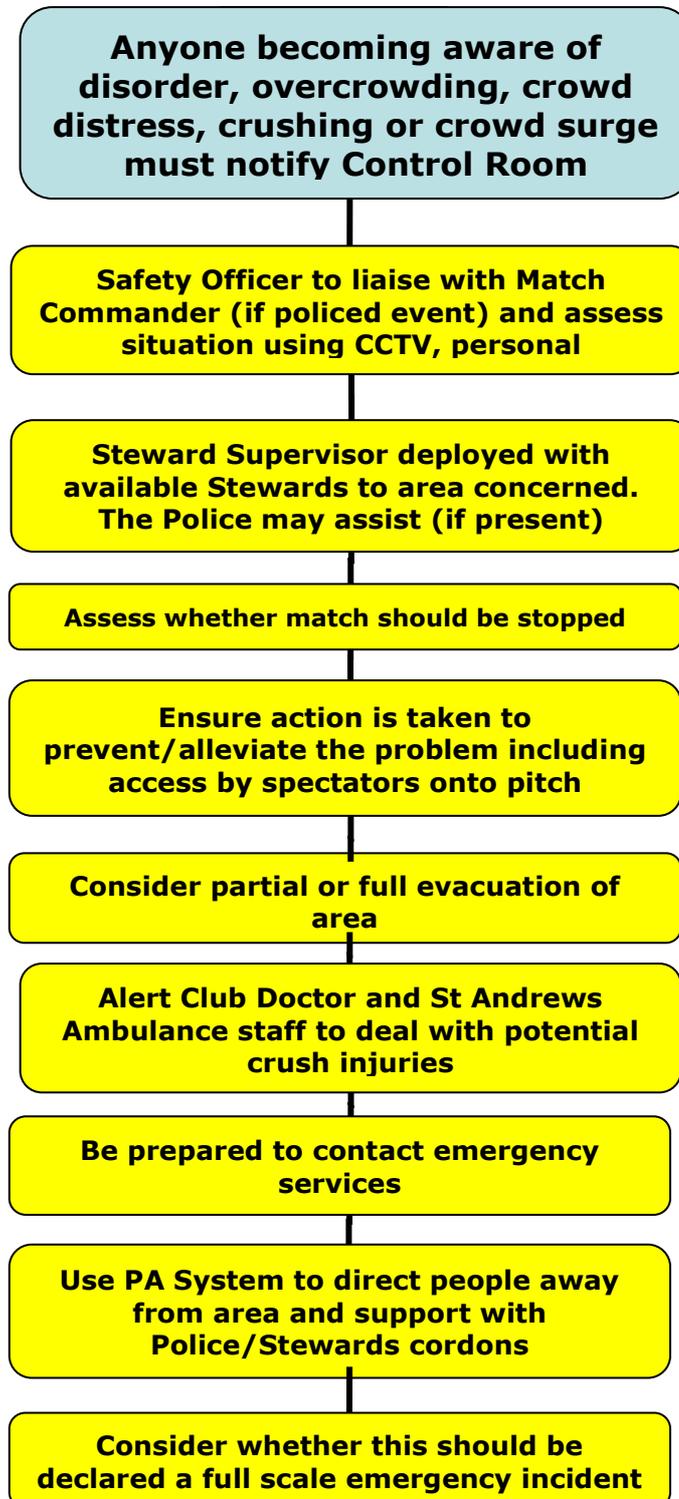
Stewards supervise stadium Evacuation

Closure of exit Gates and Safety Officer confirms stadium is secure

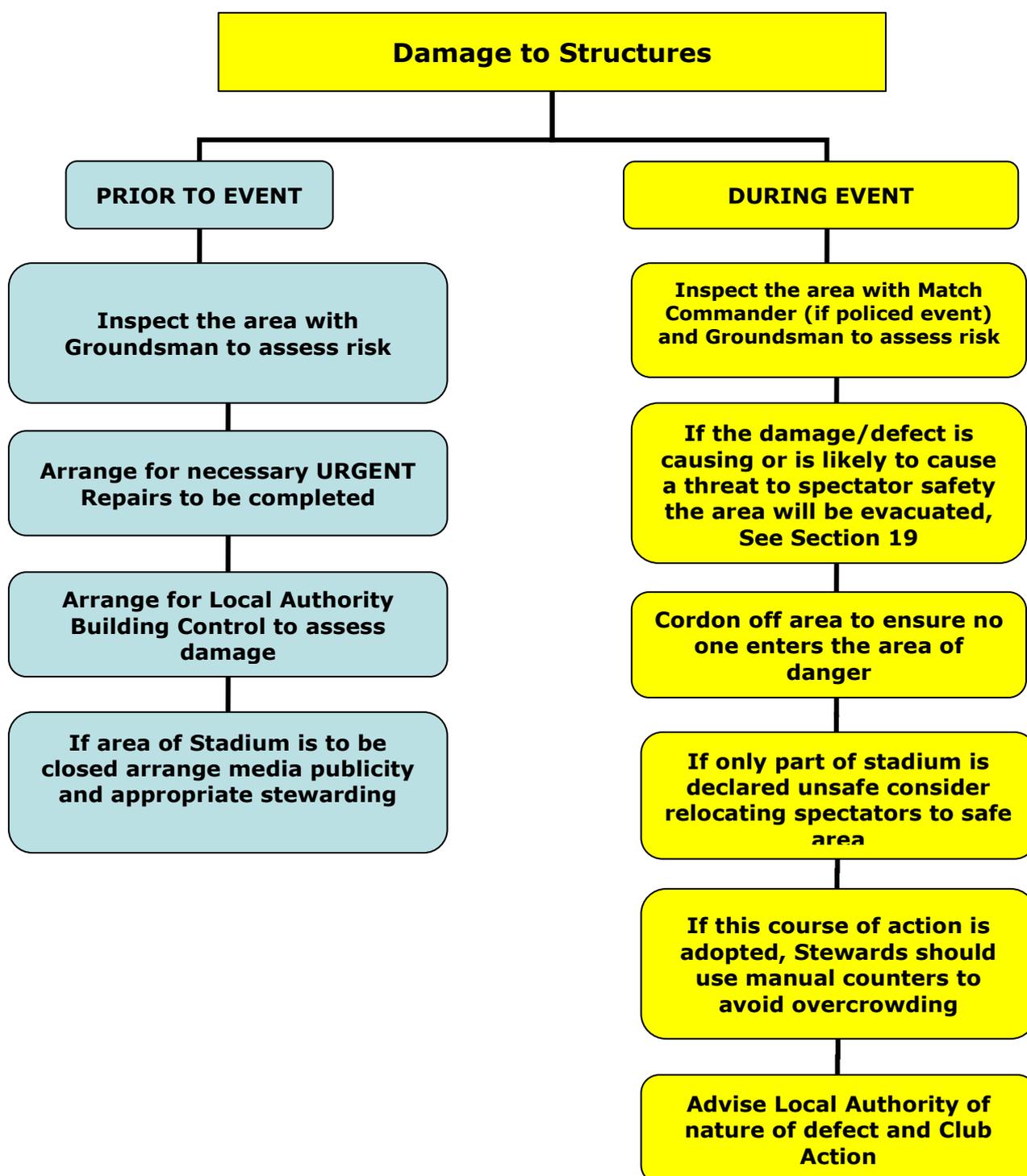
Stewards ensure Car park access for emergency vehicles if required

NOTE:
Consider plan for vouchers on public leaving stadium so that free admission can be fairly administered for the rearranged match.

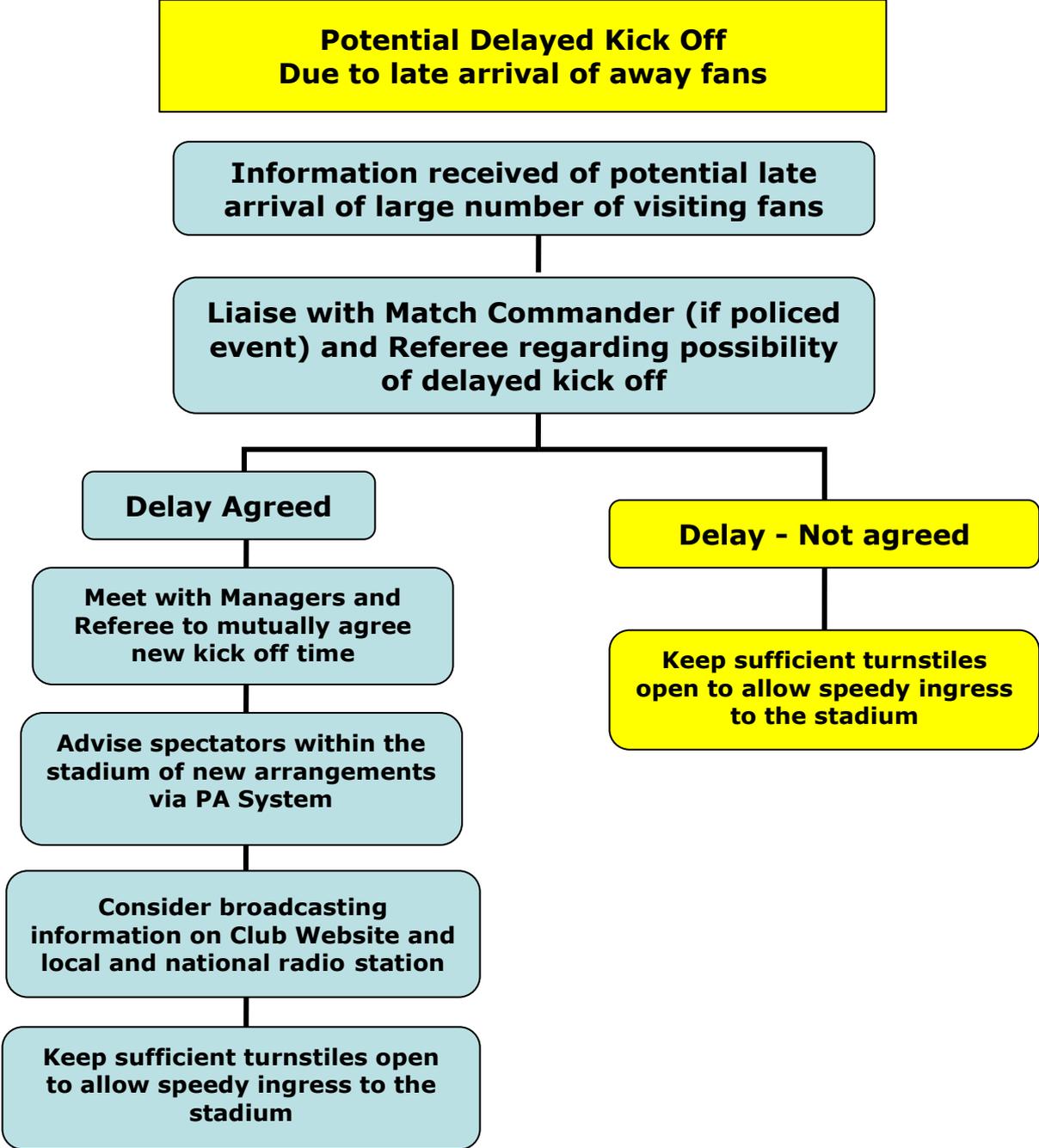
CONTINGENCY 3: CROWD SURGES / CRUSHING



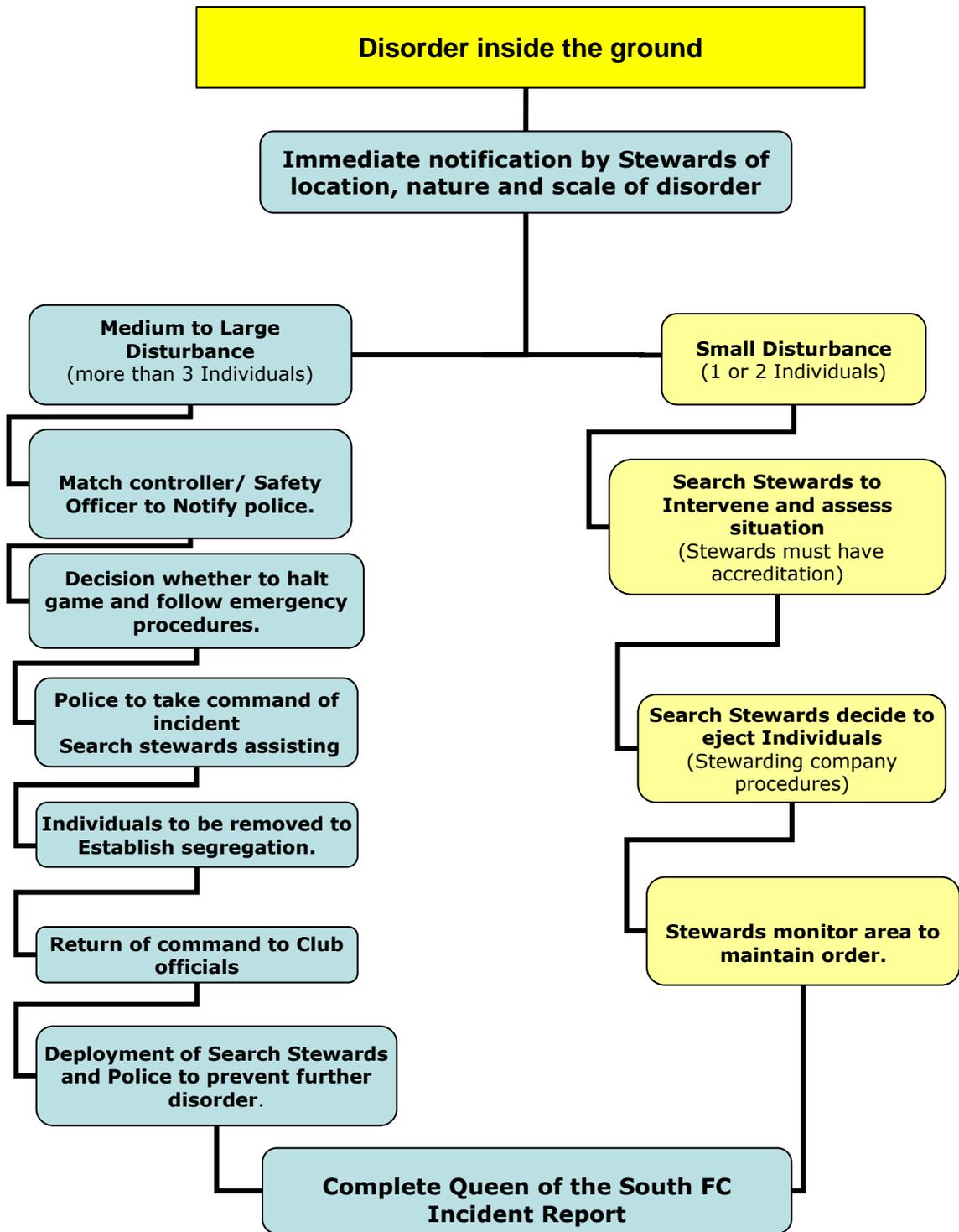
CONTINGENCY 4: DAMAGE TO STRUCTURES



CONTINGENCY 5: DELAYED KICK OFF.



CONTINGENCY 6: DISORDER INSIDE THE GROUND.



CONTINGENCY 7: EVACUATION OF THE STADIUM.

Immediate notification of need for partial, or total evacuation of the ground.

Full Stadium Evacuation Immediate danger. Consider pitch as evacuation route.

Match controller/ Safety Officer to Notify police and emergency services.

Halt game and follow emergency procedures.

Evacuation of match officials and Players

Evacuation of catering staff and sponsor lounges

Area sweep of Stadium to ensure all personnel are evacuated

Assist Emergency Services and Police to gain control of situation.

Complete Queen of the South FC Incident Report

Media Contact with regards to the Incident to be via the Club Safety officer or match day controller.

Use of agreed code words to alert Stewards evacuation is required.

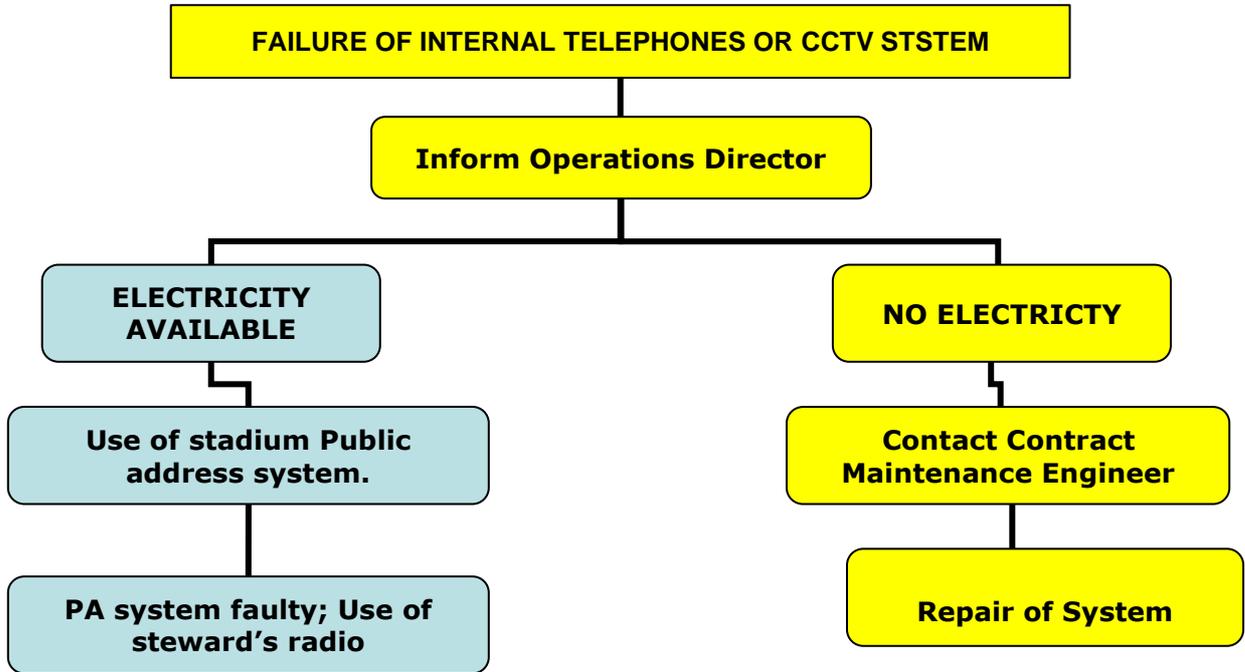
Spectators with special needs e.g. Disabled

Warnings / Instructions to spectators

Dispersal of Spectators to outside Stadium.

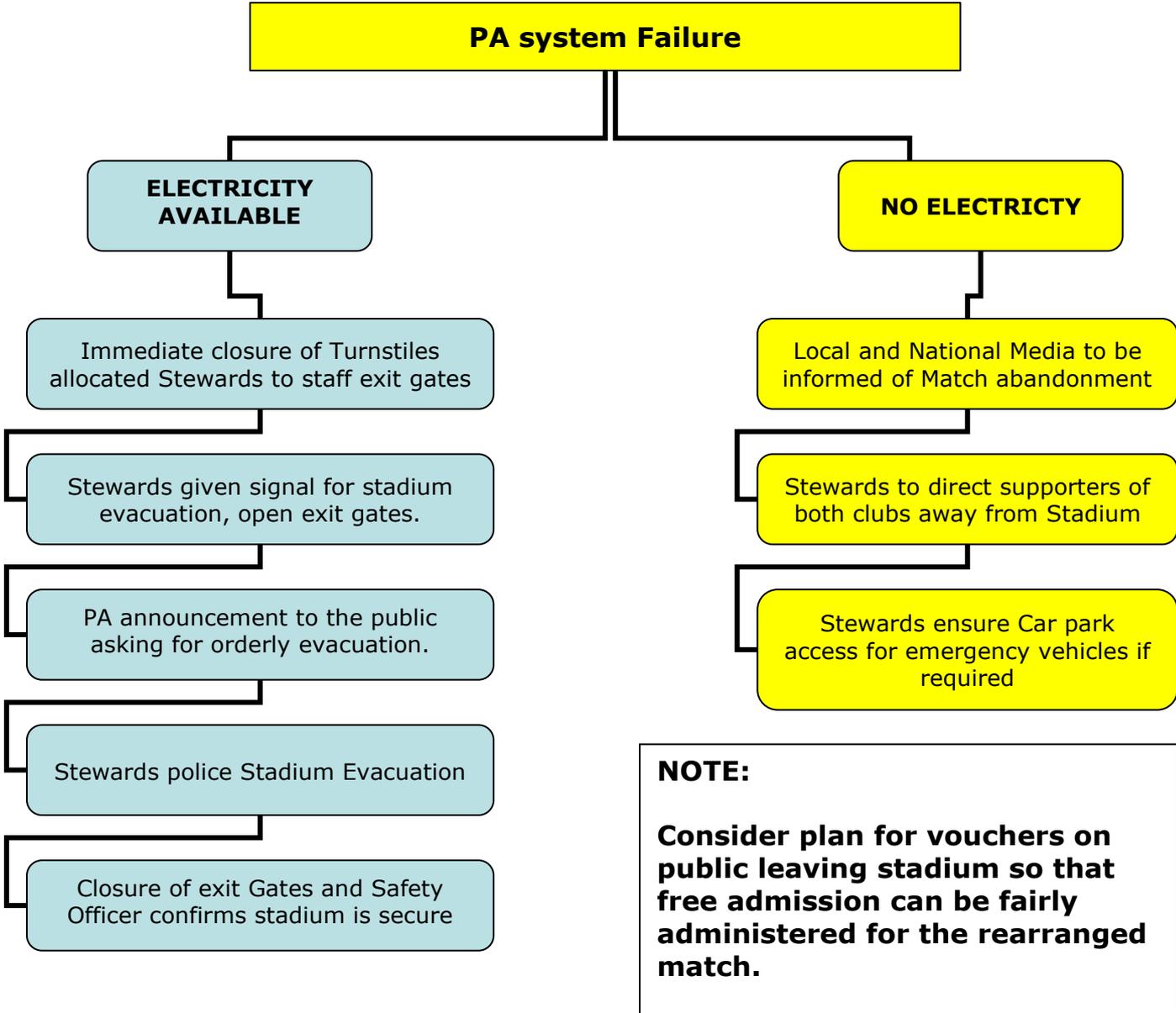
Stewards to ensure public do not re-enter stadium and access is kept clear for emergency vehicles

CONTINGENCY 8: FAILURE OF INTERNAL TELEPHONES OR CCTV SYSTEM



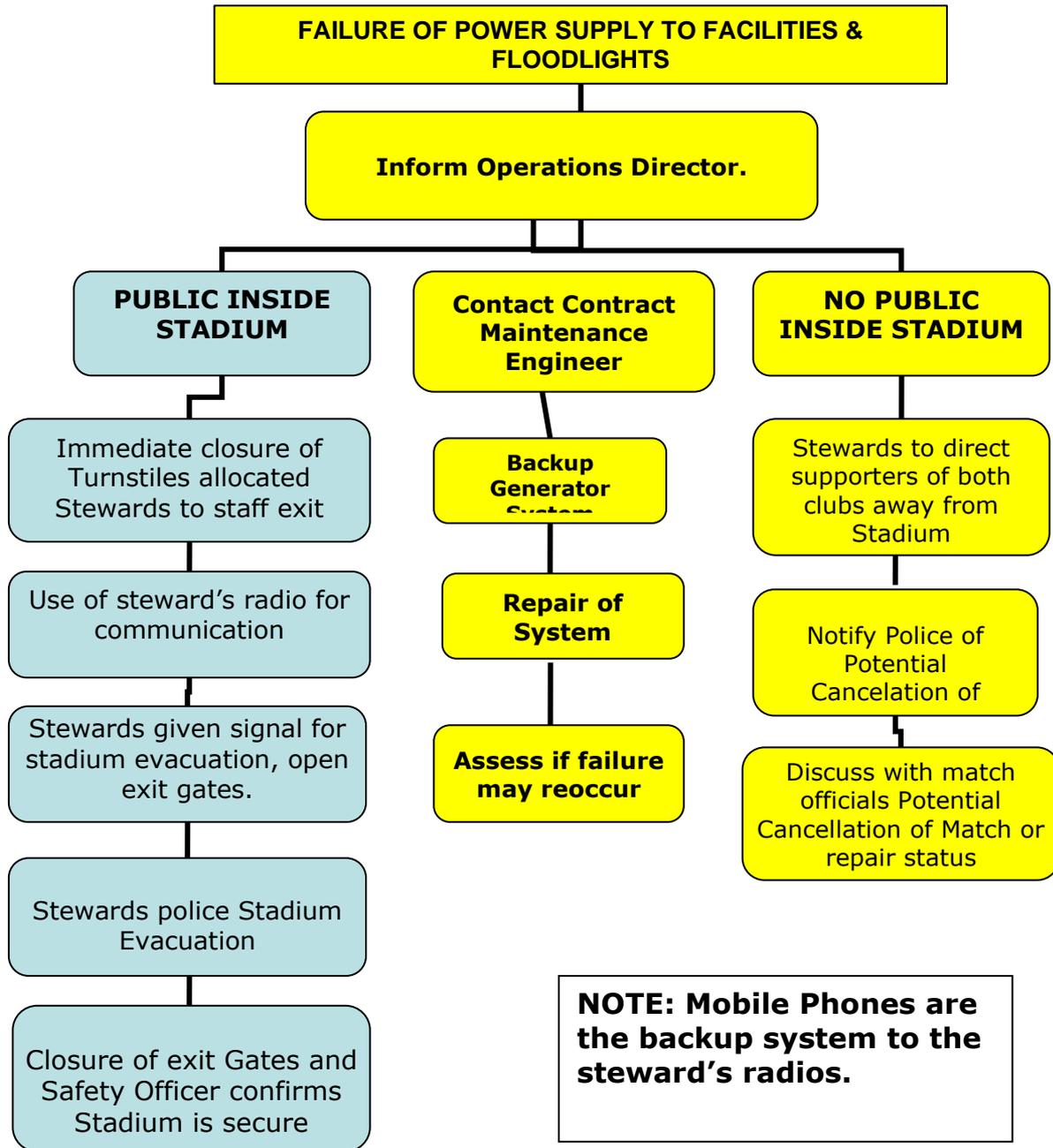
NOTE:
Mobile Phones are the backup system to the steward's radios.

CONTINGENCY 9: FAILURE OF PA SYSTEM.

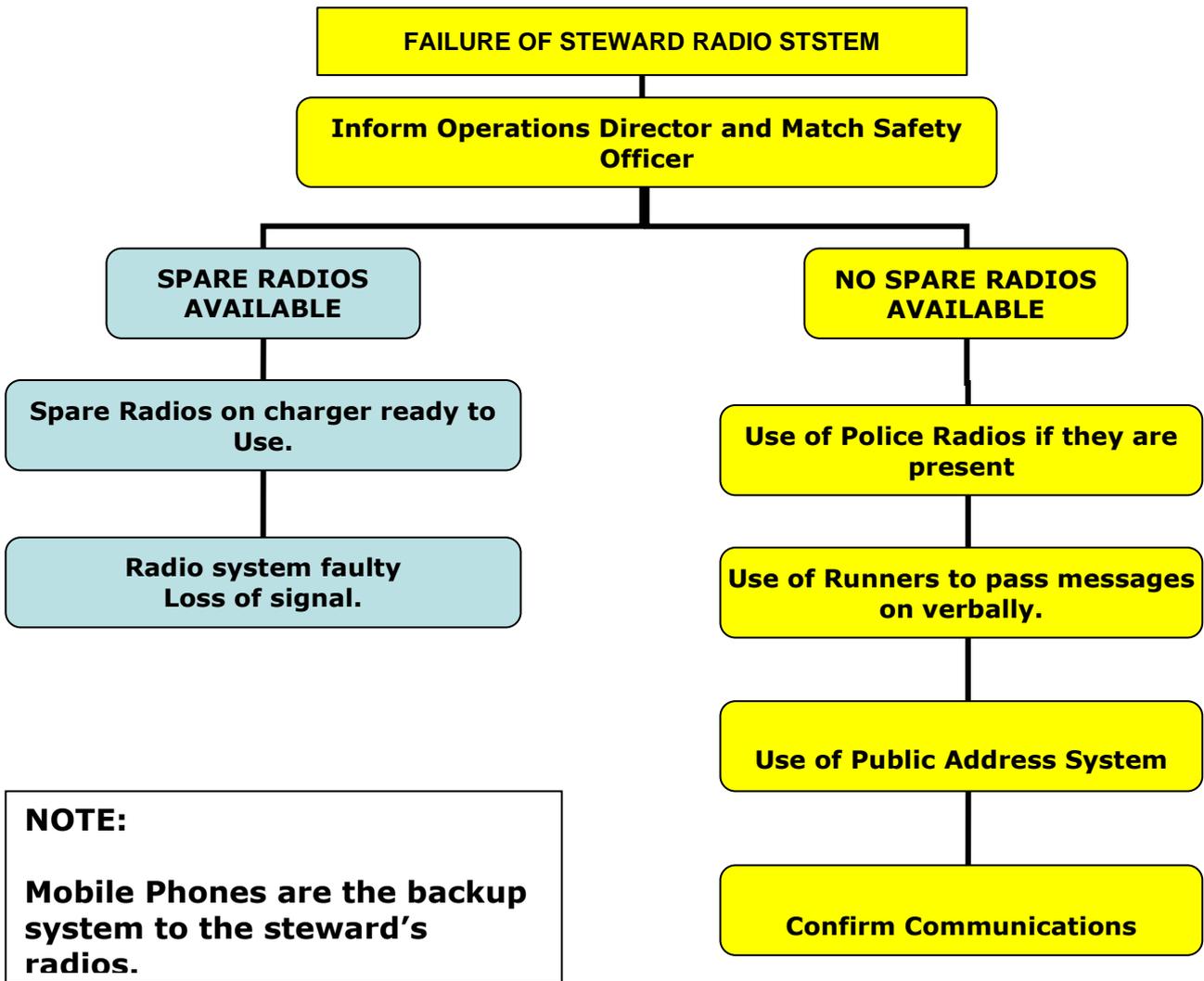


CONTINGENCY 10:

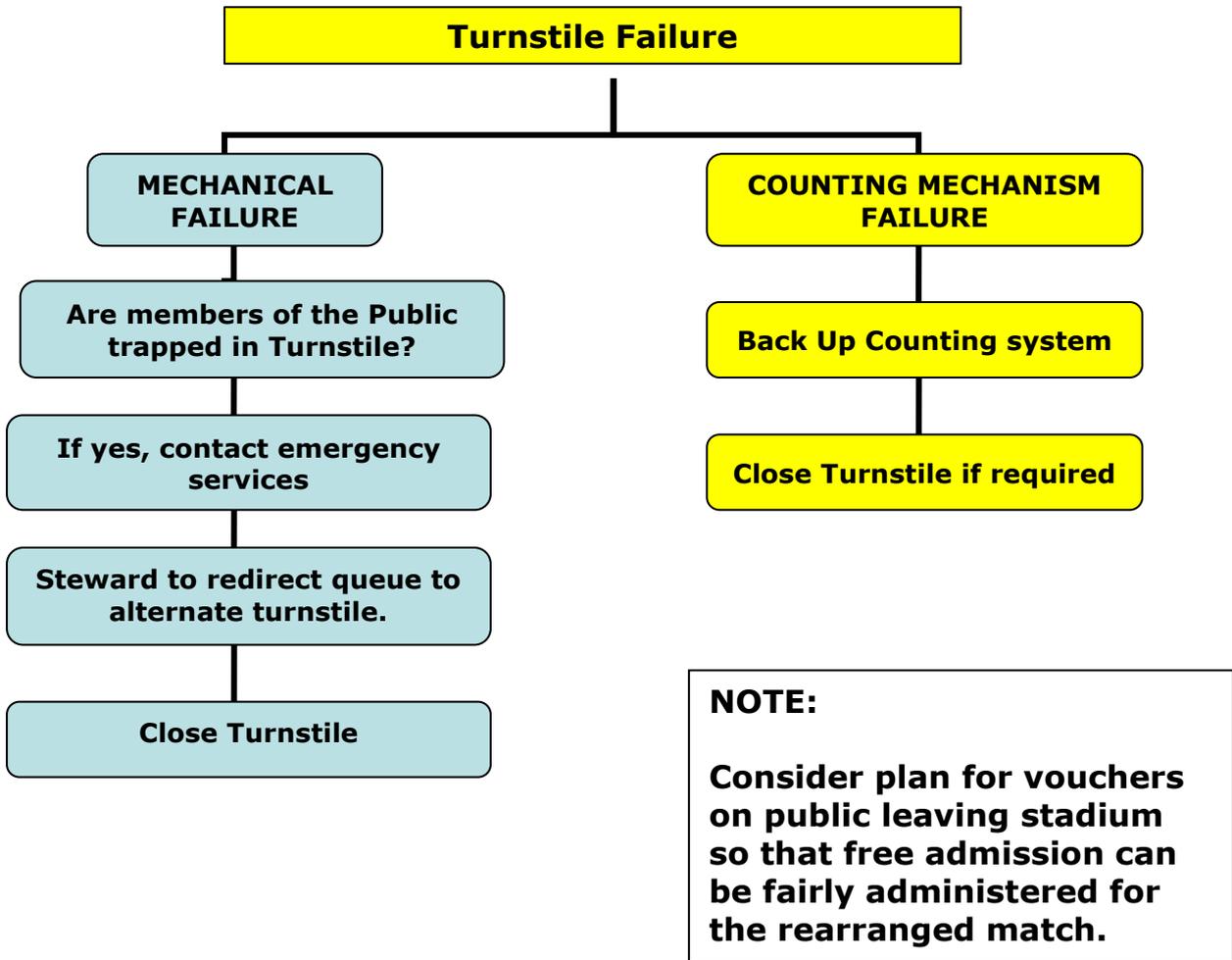
FAILURE OF POWER SUPPLY



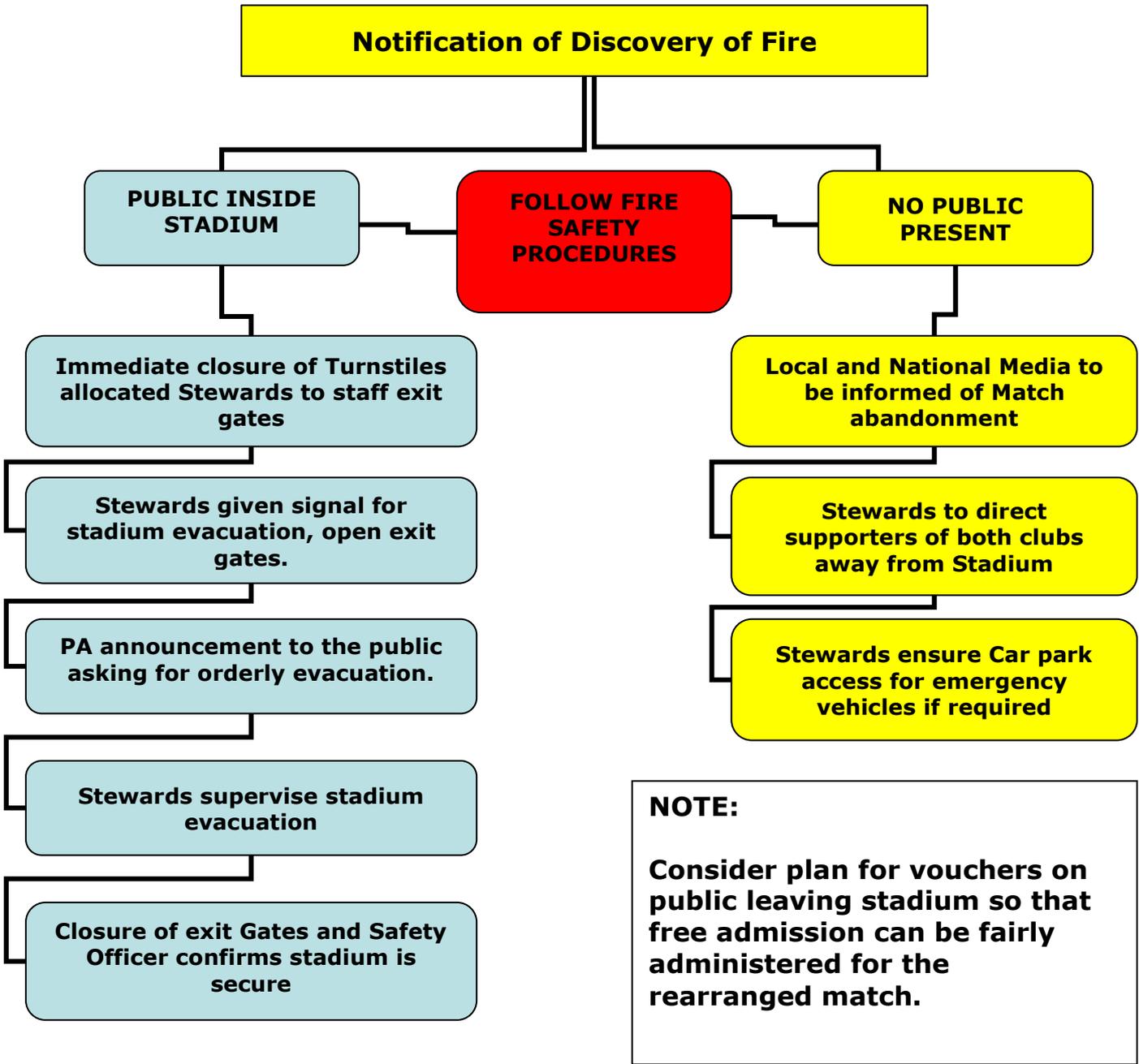
CONTINGENCY 11: FAILURE OF STEWARD RADIO SYSTEM



CONTINGENCY 12: FAILURE OF TURNSTILE.

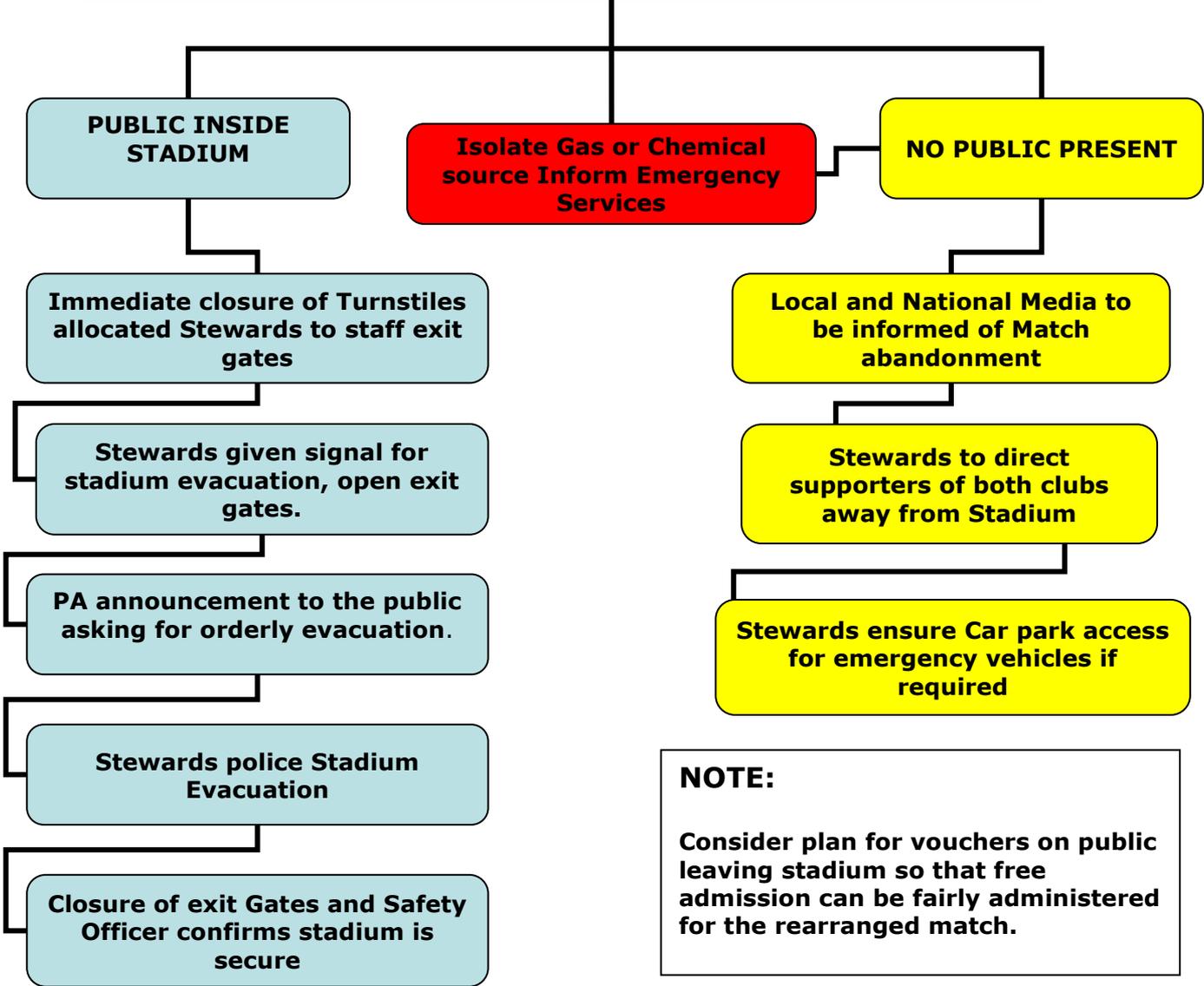


CONTINGENCY 13: FIRE AT THE STADIUM



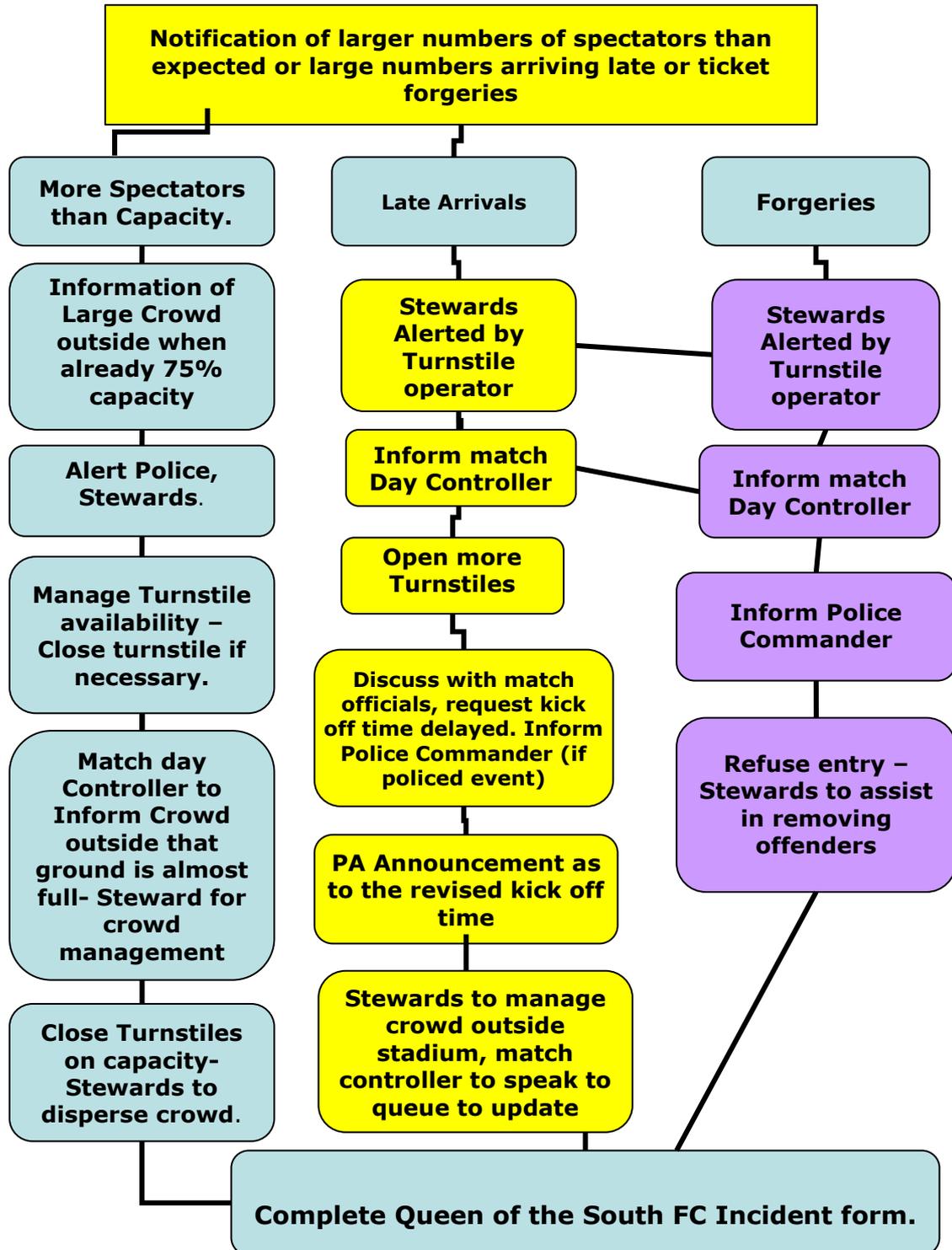
CONTINGENCY 14: GAS LEAK – CHEMICAL INCIDENT

Notification of Discovery of Gas Leak – Chemical Incident

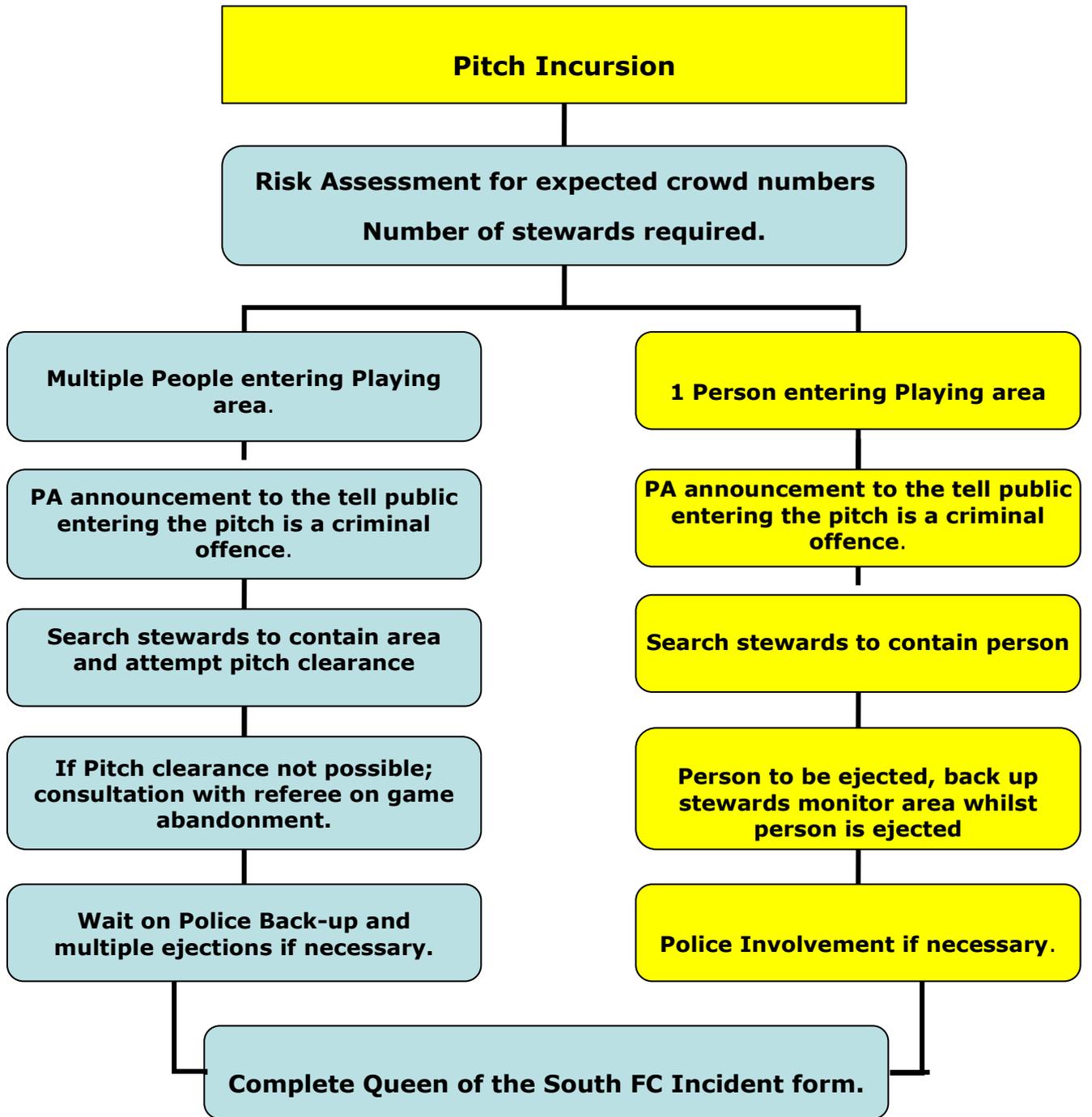


CONTINGENCY 15:

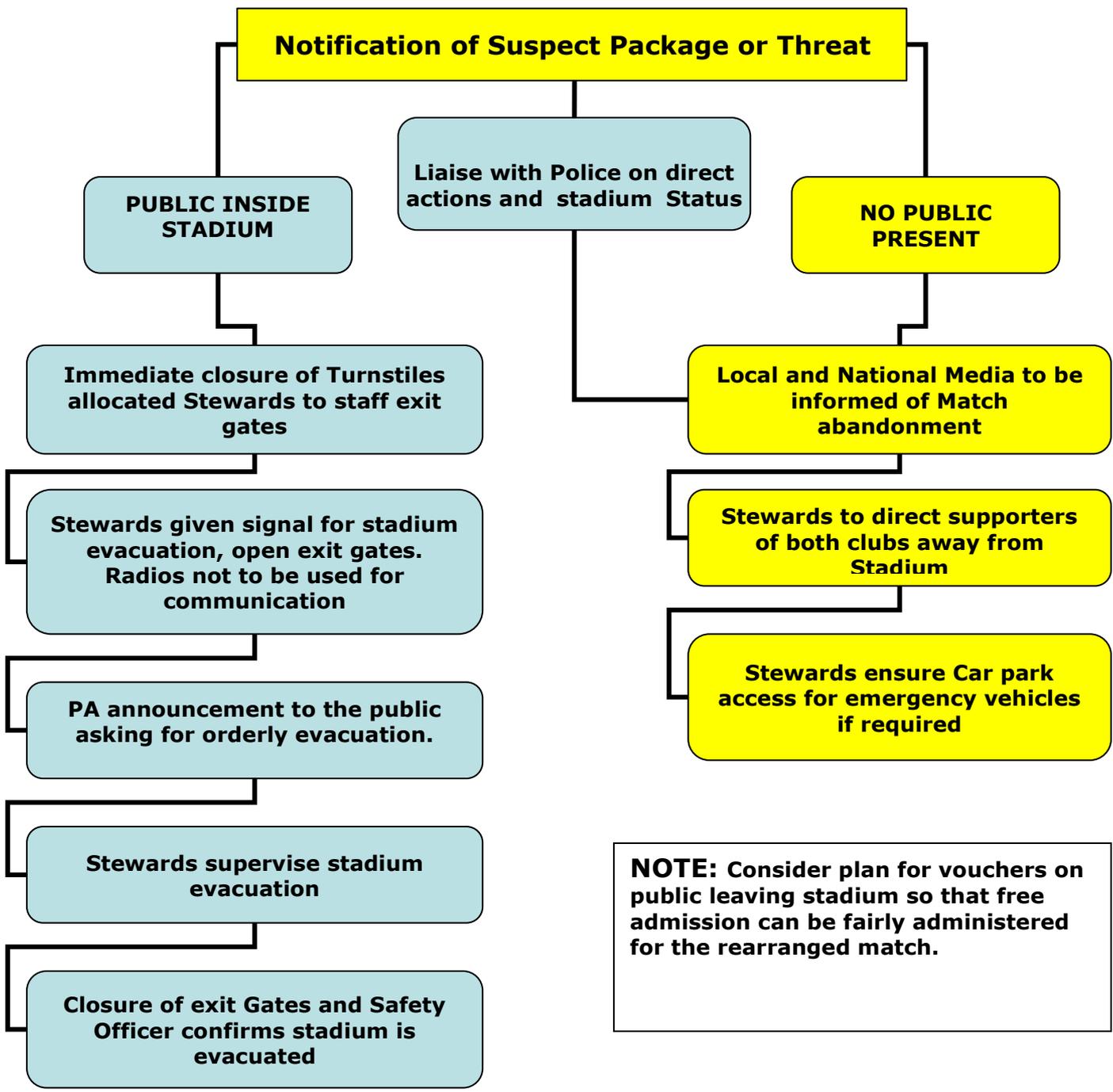
LATE CROWD – FORGED TICKETS - CROWD LOCK OUT



CONTINGENCY 16: PITCH INCURSION



CONTINGENCY 17: SUSPECT PACKAGE OR DIRECT THREAT



NOTE: Consider plan for vouchers on public leaving stadium so that free admission can be fairly administered for the rearranged match.