

CORBY TOWN
FOOTBALL CLUB

**Matchday
Operations
Manual**

***Steel Park
Jimmy Kane Way
Rockingham Road
Corby
NN17 2FB***

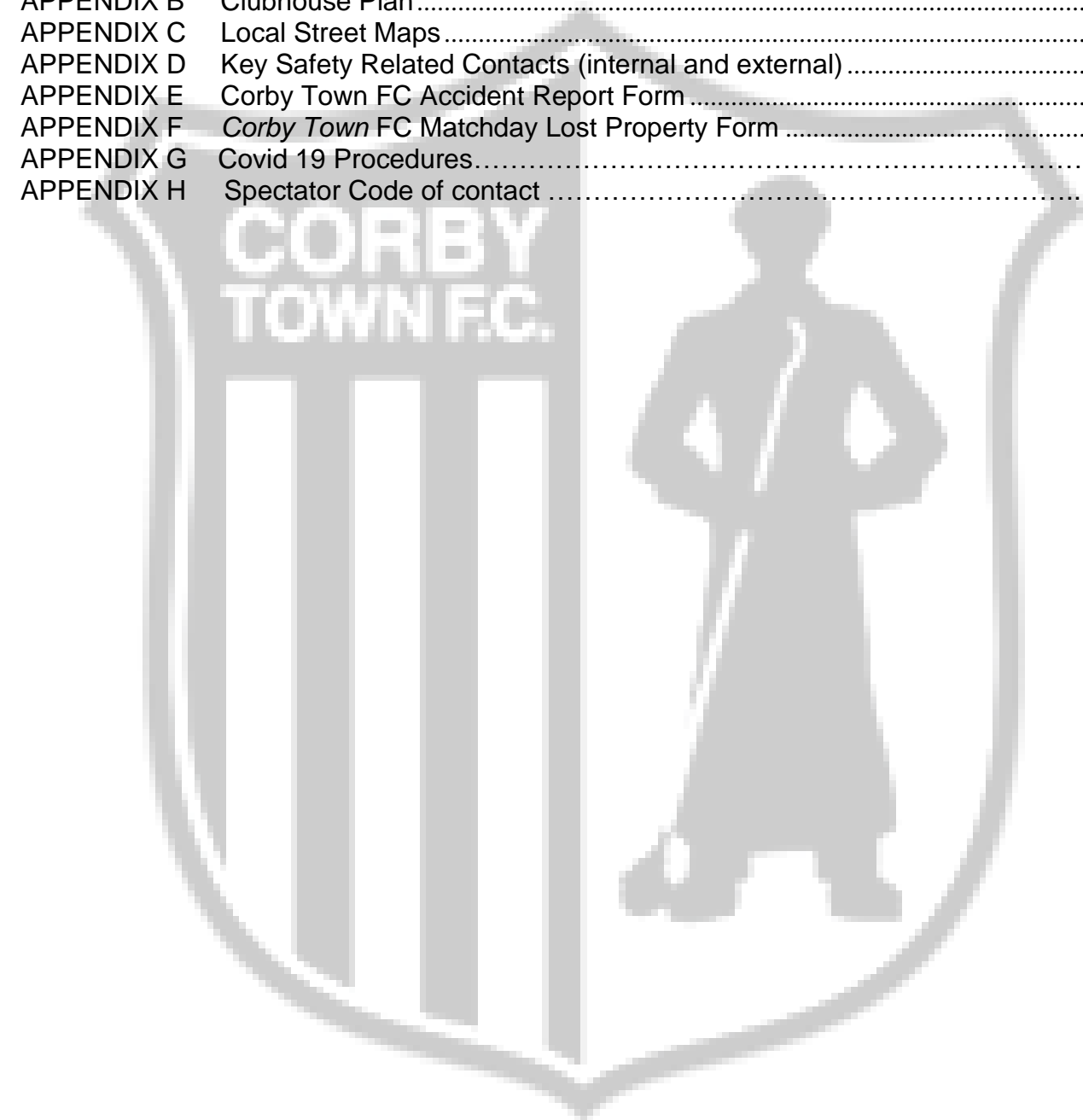


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1 INTRODUCTION

This Matchday Operations Manual and the procedures contained within have been produced to assist *Corby Town* Football Club (hereon referred to as the 'Club') in safeguarding the safety and enjoyment of all who attend matches at *Steel Park* Stadium. Its contents relate specifically to the Ground on 1st Team matchdays.

The Club wants to foster a culture where all health and safety matters can be raised and discussed openly, since it cannot fix things it does not know about. Concerns and safety improvement suggestions can be raised with any Club official, and may be specifically directed to the Club's Safety Officer, Secretary or Chairman. The Club's health and safety arrangements are regularly discussed at Board meetings, to which the Safety Officer periodically attends to update the Board on health and safety matters.

The key objectives of this manual are to:

- Ensure the safety of all who visit the Ground on matchdays, including spectators, players, officials and Club staff/volunteers.
- Provide proactive safety management processes and immediate response plans to react to any emergency or significant safety risk.
- Maintain public order and control in the event of disorder or ground evacuation.
- Guide assistance to the emergency services in response to any incident.
- Prevent damage to the fabric of the stadium, premises and facilities.

This manual considers those incidents most likely to occur. It cannot cover every possible incident; however preparedness and a flexible capability of Club officials and staff in the adoption and application of the plans within this manual will enable the best possible response to any eventuality.

2. HEALTH AND SAFETY POLICY

2.1 General Statement of Intent

Corby Town Football Club accepts its responsibility to comply with the requirements of the Health and Safety at Work etc. Act 1974, The Regulatory Reform (Fire Safety) Order 2005, The Fire Safety and Safety of Places of Sport Act 1987 and other subordinate Legislation, Regulations and Codes of Practice.

It recognises the importance of providing a safe and secure matchday environment for all people attending games, and any other persons affected by the Club's matchday operations.

In exercising its responsibility and commitment the Board of Directors of *Corby Town* Football Club will ensure, so far as is reasonably practicable, the effective implementation of this health and safety policy.

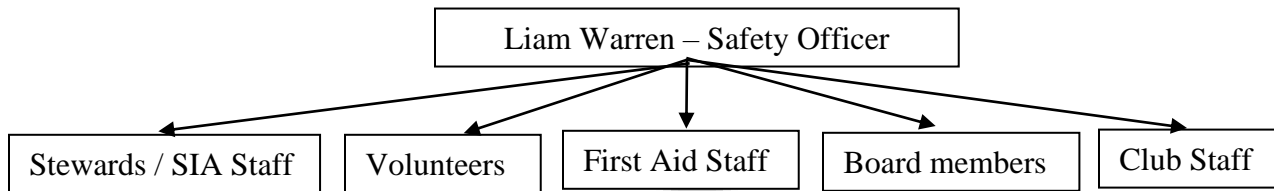
The Board of Directors will provide leadership in matters of health and safety. They will keep the organisation and arrangements for health and safety under review and initiate revision, as and when necessary, in consultation with the Safety Officer.

The Chairman has overall responsibility for health and safety within the Club and is accountable to the Board of Directors for fulfilment of this Health and Safety Policy.

The Board of Directors, led by the Chairman, have appointed a Safety Officer (who is accountable to the Chairman) who is supported by Club staff, officials and volunteers. The Safety Officer advises on all safety related matters and has ultimate authority for decisions on any matchday safety critical issues should they arise, from one hour before kick-off until one hour after the match has ended.

To safeguard matchday safety and manage risks before, during and immediately after games, *Corby Town* FC may consult with opposing clubs and other organisations, not limited to but including: the local Police Service, Fire Service, Ambulance Service, Local Authority (Council), the Football Association (FA) and the *Southern* Football League.

2.2 Matchday Safety Organisation

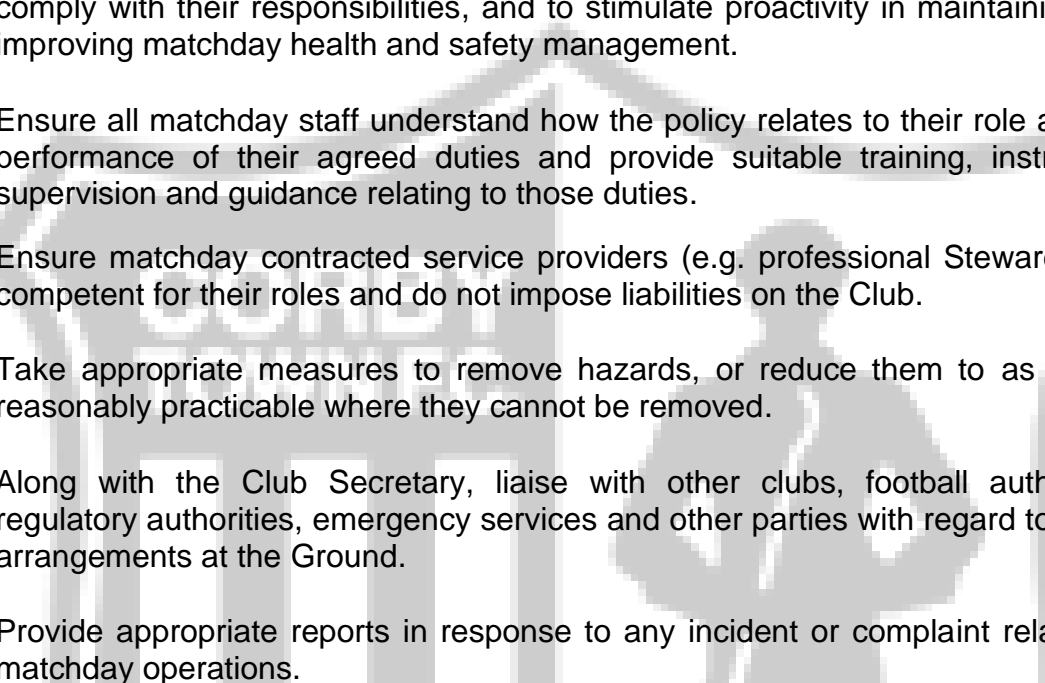


2.3 Chairman and Board of Directors Responsibilities

- Approve and review the Health and Safety Policy and related documents and reports.
- Put in place arrangements for the implementation of the policy, identifying a responsible Board Member - with the exception of matters relating to football and the footballers, where the relevant Team Management will be responsible.
- Set overall standards, give leadership and direction, and delegate appropriate responsibilities throughout the Club.
- Monitor and review the effectiveness of health and safety arrangements and performance.
- Provide appropriate resources to meet health and safety requirements, subject to risk assessment, finances available and Club priorities.
- Appoint a Safety Officer who will oversee health and safety arrangements within the Ground and, where affected by the game, the immediate area around the Ground.

2.4 Safety Officer Responsibilities

- Develop, maintain, implement and periodically review an adequate Matchday Operations Manual that details the Club's Health and Safety Policy, Rules, Regulations and Procedures in relation to matchday activities.
- Develop, maintain and review documented risk assessments and inspection processes for matchday activities. Any resulting controls to be implemented via appropriate responsible Club personnel. Further, review whenever there are significant changes to the Ground layout, spectator management requirements or legislative requirements that may impact the risk profile or introduce new risks.

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- Oversee, coordinate and monitor health and safety matchday performance to ensure policy is complied with, including the prompt investigation of accidents and incidents, and the initiation of corrective action as necessary.
 - Work with the Matchday Senior Steward and Steward team to support them to comply with their responsibilities, and to stimulate proactivity in maintaining and improving matchday health and safety management.
 - Ensure all matchday staff understand how the policy relates to their role and the performance of their agreed duties and provide suitable training, instruction, supervision and guidance relating to those duties.
 - Ensure matchday contracted service providers (e.g. professional Stewards) are competent for their roles and do not impose liabilities on the Club.
 - Take appropriate measures to remove hazards, or reduce them to as low as reasonably practicable where they cannot be removed.
 - Along with the Club Secretary, liaise with other clubs, football authorities, regulatory authorities, emergency services and other parties with regard to safety arrangements at the Ground.
 - Provide appropriate reports in response to any incident or complaint relating to matchday operations.

2.5 Matchday Senior Steward Responsibilities

- Support and deputise for the Safety Officer in the management of health and safety related issues.
- Organise and supervise Matchday Stewards, including the assignment of duties and ensuring those duties are carried out diligently and effectively.
- Conduct a Ground walkabout inspection before and after the match to monitor Ground arrangements and identify any issues.
- Safeguard the Players' Tunnel area prior to the kick off, at half-time and at full-time.
- Ensure match officials are escorted from the field of play at full-time and, if deemed necessary, at half-time.
- Ensure any persons who go pitch side (e.g. photographers, mascots, sponsors, etc.) are aware of and comply with appropriate safety requirements.

- Relay information, when required, from the Safety Officer/Control Point to the Referee (and vice versa) or Assistant Referees, or via the Fourth Official where one is present.
- Arrange for matchday equipment (e.g. signage, cones, etc.) are put out and emergency exit doors from the Stadium are in an operable condition an hour before match kick-off (i.e. before turnstiles are open and spectators enter the Ground). Likewise the equipment should be put back into storage and exits closed at the end of the match after spectators have left the Ground.
- Organise car parking arrangements for at least one hour before kick-off time.

2.6 Accident and Incident Reporting and Investigation

All matchday related accidents or incidents will be recorded and appropriately investigated so that lessons may be learned and health and safety arrangements reviewed and improved as necessary. An Accident Report Form is at Appendix E.

2.7 Monitoring of Arrangements

The Safety Officer is charged with the responsibility for carrying out regular reviews of procedures and progress within the Club. Matchday related arrangements and activities will be subject to a systematic, critical examination in order to identify any falling or failing standards and the means by which performance may be improved. The Safety Officer will provide periodic reports for the Board of Directors that will include accident/incident statistics, details of inspections and any other activities undertaken.

2.8 Contractors or Volunteers Carrying Out Works

Any significant planned design and construct at the Ground must be approved by the Chairman and Safety Officer prior to commencement of works.

Contractors or volunteers who carry out work at the Ground must be competent for the work they carry out and comply with the Club's health and safety policy and procedures and undertake their work in a safe manner. They are responsible for ensuring their own plant, tools and equipment are in a safe condition and, where applicable, comply with all relevant legislation, standards, codes of practice and manufacturer's instructions.

Where work activities carry significant risk potential, a risk assessment must be conducted and those carrying out the work must follow any resultant safe systems of work to control and manage those risks appropriately.

If any person identifies any unsafe working practice, hazardous situation or defective equipment that puts people at significant or imminent risk, the work must be stopped and only progressed further once the situation is remedied to the Club's satisfaction.

2.9 Communications

The Club will endeavour to maintain health and safety related communications with the public, spectators, staff and volunteers by a variety of methods, including but not limited to:

- Information in matchday programmes
- Matchday PA announcements
- Club website, social media, blogs, etc.
- Club publications (e.g. newsletters, posters, notices, hand flyers, etc.)
- Club season tickets scheme and other membership schemes
- Via the Supporters' Club and associated websites and social media
- Stewards, Club Officials and other matchday staff
- Local media and newspapers
- Club nights such as 'Meet the Chairman' and 'Meet the Manager'

The Club will encourage feedback and two-way communication from all sources within and outside the Club on safety related matters. People are actively encouraged to raise safety related issues at any time and, upon being made aware, the Safety Officer or another Club official will investigate them and initiate actions as necessary.

At least one hard copy of this Matchday Operations Manual (and associated documents) will be held at the Ground as a living document. This also means it is readily available for inspection purposes. Those documents produced in soft copy (e.g. risk assessments, ground inspections, etc.) are all held in a shared document repository that is accessible for authorised Club officials, including Board Members.

2.10 Maintenance of Records

The Club appreciates the importance of producing and maintaining records for safety related matters. The Club acknowledges that there are areas, issues and items

requiring inspections, tests and records, where the services of competent persons are required from time to time, whether internal to the Club or externally.

Appropriate records will be maintained within the Club and will be subject of regular review by the appropriate Club officials. The Matchday Operations Manual and associated documents and equipment are held at the Club ready for inspection.

2.11 Policy Approval

This policy and supporting organisational arrangements are approved by the Chairman of the Board of Directors of *Corby Town* Football Club.

Steven Noble
Chairman

Date: *June 2021*

3. MATCHDAY ARRANGEMENTS

3.1 The Ground

The Stadium is located at ROCKINGHAM TRIANGLE which is accessed from The Popular Rockingham Road. Plans of the Ground, Clubhouse, and local street maps are included at Appendices A, B and C.

The Ground has One Large car Park and also a small car park with space for Disabled and Visiting teams Coaches if needed. If Car park gets full and the weather permits the club have access to a large field which will act as a overflow Car park Local roads are able to cater for additional cars.

At least one hour before match kick-off, cones are placed along each side of the roadway leading to the site's main entrance and on emergency access routes to prevent inappropriate parking and to maintain clearways for emergency vehicles. Provision is made for the visiting club's team and supporters' coaches, if requirements are known in advance. Stewards manage and monitor the car park and at the appropriate time a visible 'Car Park Full' sign is placed at an appropriate position to forewarn arriving motorists.

The local police Station is approximately 8 miles on the outskirts of Kettering, Local Fire Brigade is approximately 4 miles away, Ambulance station is approximately 3 miles away.

Corby train Station is approximately 7 miles away from the ground and a limited bus services is in operation.

There is CCTV at the ground and a local Council Camera which covers some of the car park.

All emergency exits lead to hard standing pathways and foliage is managed to keep these clear and visible. Waste bins are located throughout the Ground to manage litter and prevent build-up of combustible rubbish; these are emptied following each match.

Clear signs are in place requesting that people visiting the Ground and Clubhouse consider local residents when leaving the premises. Appropriate PA announcements to this effect are made at the end of each match.

3.2 Ground Rules and Regulations

People are only allowed entry to the Stadium on matchdays subject to the following rules and regulations:

The Ground Regulations incorporate the Club's Customer Charter (if any). Entry to the Ground shall constitute acceptance of the Ground Regulations. "Ground" means this football stadium and all locations owned, occupied or utilised by the Club. "Club" means this football club. "Match" means any association football match (or any part or aspect of such a match) taking place at the Ground. "Material" means any audio, visual or audio-visual material or any information or data. "Football Authority" means each of the English Football League (EFL), the Premier League, The Football Association, the Football Association of Wales, FIFA, UEFA and any other relevant governing body of association football

1 Notwithstanding possession of any ticket the Club, any police officer or authorised steward may refuse entry to (or eject from) the Ground any person:

1.1 that fails (or in the Club's reasonable opinion is likely to fail) to comply with these Ground Regulations or any reasonable instruction issued by a police officer or authorised steward; and/or

1.2 whose presence within the Ground is, or could (in the Club's reasonable opinion), constitute a source of danger, nuisance or annoyance to any other person.

2 On no account will admission be granted to a person who is the subject of a current Banning Order under the Football Spectators Act 1989 (as amended) or has been convicted of ticket touting offences under the Criminal Justice and Public Order 1994 (as amended).

3 The Club excludes to the maximum extent permitted by law any liability for loss, injury or damage to persons/property in or around the Ground.

4 No guarantees can be given by the Club that a Match will take place at a particular time or on a particular date and the Club reserves the right to reschedule the Match without notice and without any liability whatsoever.

5 In the event of the postponement or abandonment of the Match, refunds (if any) will be made in accordance with the Club's Customer Charter. The Club will have no further liability whatsoever, including (but not limited to) any indirect or consequential loss or damage, such as (but not limited to) loss of enjoyment or travel costs.

6 All persons seeking entrance to the Ground acknowledge the Club's right to search any person entering the Ground and to refuse entry to or eject from the Ground any person refusing to submit to such a search.

7 The following articles must not be brought within the Ground - knives, fireworks, smoke canisters, airhorns, flares, weapons, dangerous or hazardous items, laser devices, bottles, glass vessels, cans, poles and any article that might be used as a weapon and/or compromise public safety. Any person in possession of such items will be refused entry to the Ground.

8 Further, you may not bring into the Ground any sponsorship, promotional or marketing materials save in respect of official club merchandise and/or other football related

clothing worn in good faith nor may you offer (either free or for sale by any person) any goods (including literature) of any nature without the express written approval of the Club's management.

9 The use of threatening behaviour, foul or abusive language is strictly forbidden and will result in arrest and/or ejection from the Ground. The Club may impose a ban for one or more Matches.

10 Racial, homophobic or discriminatory abuse, chanting or harassment is strictly forbidden and will result in arrest and/or ejection from the Ground. The Club may impose a ban for one or more Matches.

11 The following acts are offences under the Football (Offences) Act 1991 (as amended):

11.1 The throwing of any object within the Ground without lawful authority or excuse.

11.2 The chanting of anything of an indecent or racist nature.

11.3 The entry onto the playing area or any adjacent area to which spectators are not generally admitted without lawful authority or excuse. Conviction may result in a Banning Order being made.

12 All persons entering the Ground may only occupy the seat allocated to them by their ticket and must not move from any one part of the Ground to another without the express permission or instruction of any steward, officer of the Club and/or any police officer.

13 Nobody may stand in any seating area whilst play is in progress. Persistent standing in seated areas whilst play is in progress is strictly forbidden and may result in ejection from the Ground.

14 The obstruction of gangways, access ways, exits and entrances, stairways and like places is strictly forbidden. Nobody entering the Ground shall be permitted to climb any structures within the Ground.

15 EFL stadia are smoke-free and smoking is not permitted inside the Stand

16 Mobile telephones and other mobile devices are permitted within the Ground PROVIDED THAT

- (i) they are used for personal and private use only (which, for the avoidance of doubt and by way of example only, shall not include the capturing, logging, recording, transmitting, playing, issuing, showing, or any other communication of any Material for any commercial purposes); and
- (ii) no Material that is captured, logged, recorded, transmitted, played, issued, shown or otherwise communicated by a mobile telephone or other mobile device may be published or otherwise made available to any third parties including, without limitation, via social networking sites.

17 Under the Sporting Events (Control of Alcohol etc) Act 1985 (as amended), the following are offences for which a person can be arrested by a police officer and conviction could result in a Banning Order being made:

17.1 Attempting to enter the Ground or being inside the Ground whilst drunk;

17.2 Being in possession of any intoxicating liquor, or bottle, can or other portable container and which could cause damage or personal injury, when entering the Ground or in a public area of the Ground from which the event can be directly viewed.

18 Any individual who has entered any part of the Ground designated for the use of any group of supporters to which he does not belong may be ejected from the Ground either for the purposes of his own safety or for any other reason.

19 Save as set out in paragraph 16 above, no person (other than a person who holds an appropriate licence) may capture, log, record, transmit, play, issue, show or otherwise communicate (by digital or other means) any Material in relation to the Match, any players or other persons present in the Ground and/or the Ground, nor may they bring into the Ground or use within the Ground (or provide to, facilitate or otherwise assist another person to use within the Ground) any equipment or technology which is capable of capturing, logging, recording, transmitting, playing, issuing, showing or otherwise communicating (by digital or other means) any such Material. Copyright, database rights and any other intellectual property rights in any unauthorised recording or transmission is assigned (by way of present assignment of future rights) to the Club and the EFL. You further agree (if and whenever required to do so by the Club and/or the EFL) to promptly execute all instruments and do all things necessary to vest the right, title and interest in such rights to the Club and the EFL absolutely and with full title guarantee. No goods (including literature) of any nature may be offered either free or for sale by any person within the Ground without the express written permission of the Club.

21 Tickets are not transferable and may not be offered for sale without the prior written permission of the Club - or otherwise in accordance with the relevant ticket terms and conditions. Any tickets that are transferred are transferred subject to these Ground Regulations. Any tickets offered for sale may be confiscated by any steward, officer of the Club or any police officer. The Club reserves the right to refuse admission to or eject from the Ground and/or "blacklist", any person who has offered for sale or transferred his/her ticket in contravention of the relevant ticket terms and conditions (and/or the holder of any ticket that has been transferred in contravention of the relevant ticket terms and conditions). Tickets remain the property of the Club at all times.

22 CCTV cameras are in use around and in the Ground. Body worn video cameras recording video and/or audio may also be used as appropriate, for example to record prohibited behaviours as referenced in paragraphs 9 and 10. The Club may itself use or pass to the police or any Football Authority or other clubs, any recordings for use in any proceedings.

23 At all times whilst present in the Ground, persons must comply with any and all instructions of any steward or officer of the Club and/or any police officer. Failure to comply with any instruction may lead to immediate ejection from the Ground.

24 By entering the Ground, all persons are acknowledging that photographic images and/or audio, visual and/or audio-visual recordings and/or feeds (and/or stills taken therefrom) may be taken of them and may also be used, by way of example and without limitation, in televised coverage of the game and/or for promotional, training, editorial or marketing purposes by the Club, the EFL or others (including commercial partners and accredited media organisations) and entry into the Ground constitutes consent to such use.

25 All ticket holders agree that the Matches for which the tickets have been purchased are public, and that their appearance and actions inside and in the

perimeter of the Ground where a Match occurs are public in nature, and that they shall have no expectation of privacy with regard to their actions or conduct at Matches.

26 Further to paragraph 24, if such person is under 18 years of age, the parent, guardian, or responsible adult who is accompanying them into the Ground shall be deemed to have provided consent on their behalf.

27 Refused entry to (or ejection from) the Ground may lead to further action by the Club including, but not limited to, the withdrawal of any season ticket (without reimbursement), Club Membership and other benefits.

3.3 Ground Capacity

Each seated stand or terrace has been separately identified and assessed for safe capacity and evacuation levels in line with the 'Green Guide'. The Stadium capacity details are given below:

Main Stand seated: 577

The current approved total capacity of the ground is 3893.

The approved capacity is dependent on Stadium access and egress arrangements and barriers in place (i.e. pitch perimeter barriers and crush barriers). These are visually inspected by the Safety Officer on a regular basis with any necessary work identified and actions initiated for them to be properly maintained.

Grass areas are not considered suitable as official spectator viewing areas, since they may become hazardous in adverse weather conditions.

The Club is committed to improving the spectator experience at the Ground and will continue to make improvements to the fabric of the Ground as funds become available.

In advance of each match, the Safety Officer will conduct a risk based assessment taking into account the match status and profile, events at recent home matches and recent history between the two clubs.

This process is intended to inform and guide planning for appropriate matchday safety arrangements, though it is recognised that actual arrangements on the day may differ to the proposed arrangements below, since each game needs to be assessed on its own particular merits, and dynamic risk assessment on the day may result in changes.

The risk assessment process for all Corby town FC. 1st Team matches will determine the match as one of the three risk ratings detailed below:

Low Risk

Anticipated this is likely to be the majority of league, cup and friendly matches

Competitive matches – all the following conditions apply:

- Estimated attendance below 700
- Anticipated away support below 50
- No known reasons to suspect potential crowd disturbance
- No recent history of significant incidents between the clubs
- No other known reasons to raise the risk level above Low

Friendly matches – all the following conditions apply:

- Estimated attendance up to 1,000
- Anticipated away support below 250
- No known reasons to suspect potential crowd disturbance
- No recent history of significant incidents between the clubs
- No other known reasons to raise the risk level above Low

Proposed matchday arrangements

- Standard stewarding arrangements
- Standard communications and announcements
- Standard first aid arrangements
- No consultation with the Police or other authorities required

Medium Risk

Anticipated this is likely to be an occasional important league or cup competition match or a friendly against football league opposition

Competitive matches – any or some of the following conditions apply:

- Estimated attendance 700 to 1,000
- Anticipated away support of between 50 to 250
- Reason to suspect potential for crowd disturbance
- Recent history of low level incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk level to Medium, including intelligence or advice from the Police or other authorities

Friendly matches – any or some of the following conditions apply:

- Estimated attendance 1,000 to 1,500
(i.e. Football League/Premiership opposition)
- Anticipated away support of above 250 to 500
- Reason to suspect potential for crowd disturbance
- Recent history of low level incidents between the clubs

- Any other known reasons or foreseeable issues that raise the risk level to Medium, including intelligence or advice from the Police or other authorities

Potential additional matchday arrangements

- Provision of suitable number of additional stewards to supplement the standard stewarding arrangements
- Standard communications and announcements
- Consideration of use of plastic glasses at the bar pre-match and at half-time
- Consideration to exclude away supporters from the bar post-match
- Consideration to provide additional temporary toilet provision
- Additional dedicated first aider(s) on site to supplement standard first aid arrangements
- Inform the Police and other authorities as deemed appropriate, though consultation not a requirement

High Risk

Anticipated this is likely to be limited to high profile matches such as an advanced round in the FA Cup or FA Trophy/Vase, a league title decider, a league play-off match or a friendly against a Premiership club

Competitive matches – any or some of the following conditions apply

- Estimated attendance 1,000+
- Anticipated away support of 250+
- Strong reason to suspect potential for crowd disturbance
- Recent history of significant incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk assessment rating above Medium, including intelligence or advice of the Police or other authorities

Friendly matches – any or some of the following conditions apply

- Estimated attendance 1,500+
- Anticipated away support of 500+
- Strong reason to suspect potential for crowd disturbance
- Recent history of significant incidents between the clubs
- Any other known reasons or foreseeable issues that raise the risk assessment rating above Medium, including intelligence or advice of the Police or other authorities

Potential additional matchday arrangements

- Consultation with Police to decide on required safety arrangements, including the level of stewarding and policing for the match
- Consideration of suitable ticketing arrangements

- Consideration of whether segregation arrangements required for the clubhouse and stadium
- Use of plastic glasses at the bar pre-match and at half-time
- Exclusion of away supporters from the bar post-match
- Consideration of the provision of separate turnstile arrangements
- Consideration of provision of additional temporary toilet provision
- Additional dedicated first aider(s) on site to supplement standard first aid arrangements
- Agreed communications and announcements
- Inform the Police and other authorities as deemed appropriate, though consultation not a requirement

Non first team matches

All other matches held at the Stadium involving Corby town FC teams (e.g. reserves, under-18s or ladies) are anticipated to attract crowds of below 100 and are rated as very low risk. These can be adequately managed by club officials present, together with the team managers and their assistants and the match officials. If, by exception, a large crowd is anticipated that presents a higher level of risk, then *Corby Town F.C.* will assess the risk and put in place appropriate arrangements.

Representative matches and hosted cup finals

These matches will normally be managed by the match organisers, as agreed with *Corby town F.C.*

In the event the Club decides to erect temporary demountable stands of any size to increase matchday Ground capacity or improve the spectator experience, it will use the services of a competent supplier. The Safety Officer will review their risk assessment, in consultation with the supplier (and Police and the local authority if appropriate) to ensure the stand is suitable and approved for its intended matchday use and capacity.

The provision of any other temporary demountable structures (such as television gantries, lighting towers, information boards or advertising hoardings) will also be provided by a competent supplier and be likewise risk assessed and checked for stability and fire safety prior to matchday use.

3.4 Matchday Safety Management

A pre-match Ground inspection will be conducted and tasks and activities undertaken to safeguard spectator safety. Where hazards carrying significant risk are identified, they will be made safe or reasonable steps taken to ensure spectators are not exposed to the hazard. The inspection, matchday details and matchday incidents are recorded on the Club's Matchday Report Form.

Once the turnstiles are opened, and up until one hour after the end of the game, the Safety Officer will have complete authority and control over all safety related matters. Where a Police Match Commander is engaged this role will be undertaken in conjunction with that officer.

Stewards will be deployed to suitable visible Ground locations to monitor the crowd – numbers and siting of Stewards will vary match by match depending on the risk assessment, size of crowd, crowd congregation, etc. Stewards will be suitably trained and instructed in their allocated duties by the Safety Officer and made familiar with the necessary contents of this manual. Any additional information over and above standard matchday practices will be provided to Stewards prior to each game to enable them to carry out their duties satisfactorily.

As a minimum there will be a ratio of one Steward per 250 of the anticipated attendance, increasing to one per 100 spectators where the risk assessment shows a need for a higher level of safety management. In practice the Club's Steward to crowd ratios are usually nearer 1:100 for most matches, as the Club generally seeks to exceed minimum requirements. Where matches are considered medium or high risk, additional professional Stewards may be recruited as necessary.

In addition to Stewards, Club officials (including Board members) may actively site themselves near to or among home and away supporters where they deem their visibility will actively discourage inappropriate behaviour. This gives the added benefit that they may be able to witness inappropriate behaviour and may choose to intervene to prevent escalation. Those Club Officials (including Board members) are also able to don high visibility vests/jackets at short notice should there be a need to rapidly increase visible Steward numbers.

Once the Turnstiles are open, crowd conditions will be monitored for signs of overcrowding, distress and disorder. In the event of an incident (or imminent potential for an incident) the following factors will be considered in determining action to be taken:

- Whether spectators are at risk
- Magnitude of the risk
- Imminence of the risk
- Potential for the incident to spread or escalate
- Ability and availability of resources to manage the risk

- Whether other Club officials are already handling the situation

Following the game the Safety Officer will complete the Matchday Report Form and will produce any required incident reports, which will be available for any investigations or requests for information from authorities, and retained for record purposes.

Stewards are a critical part of the wider safety management team and should report to the Safety Officer at least one hour before kick-off time (or at an alternative pre-agreed time). Their principal role is to undertake duties that will assist in maximizing spectator care and safety. They are required to manage and monitor the crowd and be a visible influence on spectators to comply with the Club's Ground rules and regulations, including the prohibition of offensive, racist or homophobic language or behaviour.

If Stewards are provided by the visiting club to oversee visiting supporters, they will be asked to arrive at least one hour before kick-off. The Safety Officer will familiarise them with the Ground and brief them on Ground management procedures and specific factors for the match. Likewise visiting Police Officers will also be briefed.

Stewards should always use judgment and avoid putting themselves in a potentially dangerous position. If in doubt on how to approach a situation, Stewards should seek the guidance and support of the Safety Officer. Where necessary, the support of other Club staff, officials and Board members will be enlisted.

If criminal behaviour is witnessed or suspected, Stewards should bring this to the attention of the Safety Officer and the Club will report it to the Police (calling 999) if deemed appropriate. Stewards must support the Police in the conduct of their duties, including giving the Police maximum information and facts.

If deemed necessary, Stewards may be used to escort match officials and opposition players and team management to the Boardroom or to their vehicles after a match.

Where spectators are in breach of Club rules and regulations (outlined elsewhere in this manual), they should be approached by Stewards and reminded of the rule or regulation and requested to comply. This is normally sufficient action to gain compliance. Where they continue to breach policy they should be warned that they will be asked to leave the Ground. Where the behaviour persists Stewards should seek assistance for escorting persons from the Ground.

Any persons asked to leave the Ground, for any reason, should be escorted to the nearest exit, however the Club recognises there may be occasions when a different exit may be used because the nearest exit is not the safest - for instance if the nearest exit means passing aggressive spectators. Stewards should always use judgement in these types of situations. Names and addresses of offenders should be requested for record purposes and in case the Club wishes to take additional sanctions. If this information is refused, a full description of appearance should be recorded. Minimum non-aggressive actions may be used in escorting people from the Ground. Judgement should be used

as to whether to call for Police support in case a situation could escalate and turn violent.

The types of hostile behaviour that may lead to people being asked to leave the Ground include:

- Entering the Ground other than by official turnstiles and entrances
- Throwing an object (including pyrotechnics) onto the field of play or towards players, officials or spectators
- Repeated offensive shouts or chants despite being warned
- Indecent, homophobic or racist shouts or chants
- Pitch incursion
- Actual or threat of violence
- Drunkenness or being in the possession of alcohol within the Ground
- Climbing on floodlight pylons, fences, structures or buildings

3.5 Stewards

All Stewards are ambassadors of the Club and this should be reflected in their approach to spectators and the way they react to them. Stewards are responsible for ensuring the safety, security and wellbeing of spectators attending matches at the Ground and report directly to the Safety Officer.

General duties are to:

- Control or direct spectators when entering, while inside and when leaving the Ground.
- Provide spectators with reasonable help and assistance when required.
- Only allow Ground entry to valid ticket holders or legitimate Club guests.
- Watch out for actual or potential crowd disturbance.
- Watch out for spectator distress and obtain appropriate support.
- Watch out for overcrowding and direct the crowd appropriately to relieve the situation.
- Report any Ground issues or emergencies and raise the alarm appropriately.
- Maintain view lines of seated spectators, ensure spectators in seated stands remain seated so as not to obscure other spectators' views, and keep hatched areas around seated stands clear of standing spectators.

- Report any Ground damage issues to the Safety Officer.
- Remove and dispose of any observed debris or potential missiles or alcohol or pyrotechnics.
- Ensure no glasses or glass bottles are brought into the Ground and no alcoholic drinks consumed inside the Ground.
- Direct spectators to emergency exits in an evacuation situation.
- Assist with the escort of persons from the Ground.
- If Police are in attendance, assist them as requested before, during and after the match.

Expected Steward behaviours are to:

- Wear a high visibility vest or jacket.
- Be polite, courteous and helpful to spectators.
- Refrain from the use of obscene or offensive language.
- Concentrate on their duties ahead of the match itself.
- Not overtly smoke, be discrete.
- Avoid consuming alcohol before or during the match.
- Not overtly wear team colours/items that demonstrate allegiance.
- Not overtly celebrate good play and goals by their team.

In addition to the above, Stewards are required to have the following characteristics:

- At least 18 years of age.
- Physically fit enough to carry out their duties.
- A competent communicator.
- Punctual in attendance – if likely to be late they should send a message.
- Of such character they are unlikely to act in a way that discredits the Club.

Volunteer Stewards will be part of a 'pool' and are expected to be proactive in letting the Safety Officer know which matches they are likely to be available or unavailable to carry out duties.

3.6 The Players' Tunnel and Dressing Rooms Area

The area surrounding the Players' Tunnel is recognised as potentially sensitive with greatest potential for an incident. Stewards working this area must carry out additional duties as below:

Before the Match

Check the surrounding area for building/fence/equipment damage and remove any debris and anything that could be used as a missile. Ensure players, coaching staff and match officials can enter the field of play, to warm up and commence play, without risk or hindrance. Entry into the dressing rooms must only be permitted to authorised persons; if in doubt do not permit entry and contact a Club official to verify whether the person has authority for entry.

During the Match

Keep the tunnel area clear. Do not allow entry into the dressing rooms except for authorised persons. If in doubt, check that the changing rooms are appropriately locked secure.

Half Time and After the Match

Five minutes before the anticipated half-time and final whistles, be in position to secure the Players' Tunnel so that players, coaching staff and match officials can leave the field of play safely and without risk or hindrance. The Safety Officer or Senior Steward will escort the match officials off the pitch.

Stewards should monitor the Players' Tunnel area and, if Steward resources are stretched, enlist the assistance of other Club officials to keep it clear. The Safety Officer will usually be sited in this area at least 5 minutes before half-time and full-time to be in prime visibility position and to observe spectator behaviours.

3.7 Match Officials Briefing

The Safety Officer or the Senior Steward will be assigned to liaise with the match officials should there be any problems. They are there for the match officials' protection and to liaise with them if there are any off pitch issues that they need to be made aware of.

Match officials will be briefed prior to the match that, in the event of an emergency situation developing, the Safety Officer or Senior Steward will attract the attention of the Referee or one of the Referee's Assistants. Following appropriate consultation, the Referee will then follow the instructions given, in the worst case scenario instructing officials and management teams and players to leave the field of play and go to the changing rooms or other identified place of relative safety.

If an individual is dismissed from the team technical area they must leave the area by the touchline immediately. In line with Football Association guidance, the Club has designated two approved areas where they may view the rest of the match. The first (and priority) approved area is the designated Directors' seating. Only if there are no available seats in the Directors' seating should the person then use the second approved area, which is *Tunnel Area*. Both are remote from the dugouts and technical areas. The behaviour of such persons will then be monitored by Stewards and/or Club officials who will report any further misconduct should it occur. Similarly these arrangements will apply if the Club is aware of someone who is serving a touchline ban as a result of an FA Regulatory Commission order. This covers all levels of football played at the Ground.

If there is a pitch incursion or any other incident that threatens the safety of players or match officials, the match officials will be advised on action to take, including leading the players and match officials to a place of safety, which could vary depending on the incident scenario and location, but would normally be either the pitch centre circle or the dressing rooms.

If the Club needs to speak to match officials due to an off-pitch incident (e.g. crowd disorder, ill health incident, Ground structural damage, etc), the Referee will be summoned to be consulted or instructed on action to take, which could (in extreme circumstances) include temporary suspension or abandonment of the match.

3.8 Control Point

The Control Point is located at the top Left of the Main Stand. The PA Announcer facilities are housed in *the back centre of the Main Stand*. The Control Point will be made available to the Police Match Commander should the Police attend for higher risk/profile matches.

3.9 PA Announcer Room

The PA Announcer facilities are housed *back of main Stand* where the PA Announcer has easy access to the Control Point and Club officials, and full view of the whole Ground. The PA equipment is main supplied should the mains electricity fail, so that messages can be transmitted to spectators, plus the PA Announcer has access to a back-up loudhailer. Additionally the PA Announcer has a suite of agreed messages that are to be used in emergency or contingency circumstances (see Contingencies section of this manual).

If the PA system fails during a match, the Safety Officer will make a judgement on whether the match should continue based on factors including: the match time of the failure; natural lighting conditions; weather conditions; size of crowd; potential reaction of the crowd, etc. These factors will be different for each match and the focus of the decision must be the safety of spectators, not other peripheral factors.

The PA Announcer must:

- Be articulate and speak clearly.
- Give the name of all goal scorers and players involved in substitutions.
- Test the emergency PA system before each game.
- Adhere to all requests made by the Safety Officer or other senior Club officials.
- Give equal treatment to home and away supporters.
- Know his responsibilities for emergency evacuation messages.
- Request that spectators consider local residents when leaving the Ground.

The PA Announcer must not:

- Make any public criticism of the match officials or their decisions.
- Make any public criticism of either team or its officials.
- Make any comments that may antagonize any spectators.
- Use any language that may encourage prejudice or discrimination.
- Use foul or abusive language.
- Make any derogatory comments about supporters or make light of an incident.
- Use music in a manner which is intended to suggest any of the above.
- Play music over safety messages.

- Act in a manner prejudicial to the interests of the game.

3.10 Police Attendance

The Safety Officer will engage with the local Police contact and inform the Police of Medium and High risk rated matches. Police Officers will be made welcome whenever they choose to visit the Ground. The Club wishes to have good relations with the Police and is happy to familiarise local Police Officers with the Ground, Clubhouse and Club safety management arrangements.

Where it has been agreed with the Police that a Police presence is necessary, the most senior Police officer will assume the role of Match Commander and will monitor spectators and Ground conditions from the Control Point where he will liaise with the Safety Officer. The Club is committed to giving all possible assistance to the Police and will provide reasonable facilities to enable them to carry out their duties.

The duties and responsibilities of the Match Commander and other Police Officers is a matter for the Police, however the role is likely to include:-

- Ensuring public order.
- The gathering and distribution of crowd intelligence.
- Controlling the crowd outside the Ground.
- Surveillance of the crowd.
- Liaison with the Club's Safety Officer
- Dealing with criminal offences.
- Assisting the Club with crowd control inside the Ground.

Where a large number of supporters from the visiting club is expected, advanced planning between the Club, the visiting club, the Police and the local authority will be arranged to agree necessary ticketing arrangements and whether crowd segregation is required, and if so what Ground accommodation will be provided.

Once visiting supporters numbers are known, additional arrangements need to be agreed so that the visiting supporters are suitably:

- Directed and welcomed to the Ground
- Directed to the appropriate entrances (Clubhouse and Ground)
- Accommodated safely (including Stewards, catering and toilet accommodation)
- Informed of any specific arrangements within the Ground and on their departure

3.11 Media Arrangements

A Press Box is situated *in with the Pa Announcer*. This is provided with power.

Should TV media apply to cover a match; the Club will agree appropriate locations for the TV cameras. If a view from height is required, the Club will only allow a competent supplier to provide a safe accessible temporary structure as a gantry once payment of associated costs is agreed (as detailed elsewhere in this manual). Media staff will not be permitted to operate from a vantage point at height that is not approved by the Club and deemed safe by risk assessment.

Approved press photographers may be permitted to go pitch side of the perimeter barriers. They will be required to site themselves away from the pitch touchline such that they are not a hazard to active players or players warming up, or an obstruction to the viewing lines of spectators. If requested to do so, they must wear a high visibility vest or jacket.

3.12 Access to the Ground

Turnstile Operators operate the turnstiles and allow people paying to access the Ground. The Turnstile Operators are supervised by a senior Club official who is on hand to manage any risks and deal with any customer issues or complaints, so that the Turnstile Operators can concentrate on their task and the throughput of spectators. All Turnstile Operators undergo training and their performance is monitored by the supervising Club official. The turnstiles' area(s) and main Ground entrance(s) are staffed until there is low likelihood of additional spectators arriving.

The Club will endeavour to have trained personnel available to open at least one additional turnstile over and above that anticipated adequate for the estimated attendance, in case the crowd is larger than expected. Cash is regularly counted and removed to the Clubhouse for security purposes. This limits the amount of cash held at the turnstiles to reduce likelihood and impact of theft, and allows the bulk of cash to be stored safely until after the match when at least two senior Club officials reconcile actual cash collected against expected cash collected, given the known attendance.

The Ground main entrance(s) will be staffed by an experienced Steward, who will have a list of authorised officials and guests and is empowered to allow access to those presenting valid season tickets to help reduce pressure on the turnstiles. This Steward also monitors queues at the turnstiles and advises if additional turnstiles need to be opened.

The Club reserves the right to deny entry to anyone insisting on bringing a large bag (including a case, backpack or similar carrying item) into the Ground. If the person is

willing to show the bag contents to Stewards then judgement will be used as to whether to allow entry.

Pre-match Stewards will be sited near to other entrance/exits to the Ground, to prevent unauthorised entry to the Ground from these points. All persons attempting to gain access via these points will be politely redirected to the turnstiles. All entrances/exits will be inspected and continually monitored during matchdays to ensure they are available for emergency use.

Optional free access to seated accommodation is included in the standard match ticket prices, except for designated high profile matches, when numbered seat tickets may be sold separately. In these instances appropriate Stewards for seated stands will be arranged. Sight lines are maintained by signage advising no standing in seated areas, painted hatched areas that are to be kept clear, and supervision by Stewards who will politely ask standing spectators to be seated or stand beyond the hatched areas. Experience demonstrates that people move on or sit down upon polite Steward request, provided the reason is explained.

3.13 Disabled/Mobility Impaired Spectators

For spectators in wheelchairs, there are *suitable location at the main stand*. Seating is readily available for any helpers to sit close by. Ready access is available to wheelchair accessible toilets *which is below main stand*.

Where spectators have other mobility impairments (e.g. frail/elderly, on crutches, etc) and require parking in the car park, they can inform the Club in advance and the Stewards will make every effort to reserve an appropriate parking place and Ground seating.

Stewards will take necessary steps to minimise interference in viewing lines for disabled or mobility impaired spectators.

If a visually or hearing impaired spectator requires the assistance of a guide dog, the dog will be allowed access to the Ground free of charge - other dogs are permitted into the Ground only at the discretion of Club officials depending on the dog's nature and match/ crowd circumstances. If required, a suitable seating or terrace location will be provided where the dog can comfortably rest. Additionally a bowl of water may be provided upon request. Guide dogs may also be admitted into the Clubhouse.

Where a disabled person's condition requires attendance of a personal assistant, the Club will admit the personal assistant free of charge.

3.14 Matchday Attendance

The Safety Officer will estimate anticipated matchday attendance as part of the proactive risk assessment process detailed elsewhere in this manual. Actual records of matchday attendances will be announced by the PA Announcer, be noted on the Matchday Report Form and will be officially recorded by the Club statistician and recorded in future Match Programmes and on the Club's website.

3.15 Toilets/Washroom Accommodation

Toilets/washroom accommodation are located in the clubhouse both levels. Where large crowds are expected the Club will source additional temporary toilet accommodation, which can be sited *beside the main stand*.

Toilets/washrooms are provided with running water to wash hands and provided with a means to dry hands.

3.16 Food and Drink

Hot and cold food and non-alcoholic drinks can be purchased from catering outlets located Hot Food from Kiosk and Hot drinks from Baxters tea bar. These outlets, food hygiene standards and catering staff training and instruction are managed by the Club's Catering Manager.

From a matchday safety perspective, no glasses, china or glass bottles are used to dispense food or drink and suitable waste bins are located in the vicinity of the catering outlets and at various locations around the Ground.

Alcoholic drinks can be purchased in the licensed bars in the Clubhouse before, during and after the match; however they may not be taken into the Ground itself. Stewards are sited at the entrances near to and from the Clubhouse both before kick-off and at half-time to enforce this Ground Regulation.

For occasional high risk matches likely to attract crowds in excess of 1500, it may be decided (in consultation with the Police Service and Local Authority) that the licensed bar arrangements are changed. This could be by restricting access to home supporters only and/or closing the bars while the match is in progress. Additionally the use of plastic glasses may be implemented.

3.17 First Aid

All first team matches should have no fewer than 2 qualified first aider(s) present.

First aid equipment is held in the First aid room. The Club has a number of qualified first aiders as listed at Appendix D.

A record of first aid treatment given to spectators must be recorded on the Matchday Inspection Report and Accident Report Form at Appendix E.

Where further medical assistance is required, the first aider should make arrangements for the injured or ill person to be transported to a local hospital accident and emergency unit (see Appendix D) – an ambulance must be called using 999 if the incident is deemed a medical emergency. For less urgent medical assistance, the injured or ill person should be consulted and judgement used to determine whether to call for an ambulance or make other arrangements to get the person to hospital, e.g. by private car or taxi.

[Note: For non-emergencies it may be quicker to get the patient to hospital by car.]

Where a match is assessed as 'high risk' with the likelihood of attracting a crowd in excess of 1500, arrangements will be made for dedicated professional first aid support to be available at the Control Point. Consideration may be given to the provision of an ambulance and suitably trained staff on site where a crowd approaching capacity attendance is anticipated.

As a minimum, the Ground's emergency access routes *main gate next to turnstile* are to be maintained available for use and free from obstruction from one hour prior to kick off to after the match has finished and all spectators have left the Ground.

3.18 Lost Property

Any lost property handed in should be logged at the Control Point using the Lost Property Form (see Appendix F). It will then be safely retained in order that the rightful owner may reclaim it, provided they can describe the item unseen to the Club's satisfaction.

Items of lost property such as wallets and purses, handbags and luggage may be searched in an attempt to find some identifying information. This must always be done in the presence of at least two Club officials. Any cash must be counted and the amount logged, along with a list of credit/debit cards.

If considered appropriate, the Ground's PA system may be used to announce a brief description of the lost property item that falls some way short of the information required to reclaim the item. The claimant should be asked to report to the Control Point to properly describe, identify and collect their lost property.

Claimants must give their name and contact details when signing for reclaimed lost property that has significant material value.

If the item is perishable or unhygienic and of no significant material value, it may be disposed of if it remains unclaimed beyond one hour after the match has ended.

If the item is non-perishable (such as bags, clothing or toys) or of potential significant material value (such as cameras, jewellery, phones, wallets or handbags) it will be retained for up to three months. Valuable items may be secured in the Club's safe.

If unclaimed after three months, any valuable items will be donated to a local charity shop of the Club's choice and cash donated to a charity of the Club's choice. Transfer to a Charity will be recorded.

3.19 Accidents and Incidents

All matchday related accidents or incidents will be recorded and appropriately investigated by the Safety Officer, so that lessons may be learned and health and safety arrangements reviewed and improved as appropriate. An Accident Report Form is at Appendix E.

Matchday staff are advised to also inform the Safety Officer of any hazardous situations or near misses (i.e. no injury incident by luck alone) so that an appropriate investigation and improvement opportunity may be gained.

3.20 Child Protection

The Club actively promotes the attendance of younger supporters and recognises that this comes with responsibilities; therefore it has appointed a Child Protection Officer. The Club has a reasonable expectation that young persons under 12 years of age (pre-senior school age) are accompanied by a responsible adult inside the Ground.

Toilets/washrooms

The Club recognises that toilets/washrooms are a particular danger area for younger spectators – the signs for Stewards and Club officials to watch out for are:

- a young child going to toilets/washrooms unescorted
- an adult, who does not seem to have a connection with a child, going to the toilets/washrooms on several occasions right behind that child

- a unescorted child not using the correct toilets/washrooms (male\female)
- an upset child after visiting the toilets/washrooms

If a Steward or Club official becomes suspicious of an adult they should make an excuse to go to the toilets/washrooms themselves to keep an eye on the situation. Any suspicions should be passed to the Safety Officer, Child Protection Officer or another Club official so appropriate action may be taken.

Child running free

If a child appears to be in some distress, a Steward or Club official should approach them, try to find out what is wrong and escort them to the Control Point. If necessary obtain the assistance of another Steward or a female Club official/spectator.

If a child climbs or stands inappropriately on equipment, chairs, barriers or fences, they should be politely asked to get down and have the reason explained to them. Stewards or Club officials should never place a hand on them or shout at them so they cannot be startled or scared, which could cause them to fall and injure themselves.

Any child playing or misbehaving (such that they are endangering their own safety, or the safety of others, or being a nuisance to other spectators) should be asked to go back to their responsible adult in attendance. If necessary the responsible adult should be asked to keep the child closely supervised while in the Ground.

If a child appears to be on his/her own (i.e. with no adult supervision) and is causing problems, they should be politely asked to behave themselves (do not behave threateningly or aggressively, and refrain from the use of any language that could be perceived to be foul or abusive). A Steward should be sited to keep watch of the situation, which will usually be sufficient deterrent to stop any problem behaviour. If they persist and are at least 12 years of age they may be asked to leave the Ground and should be escorted to the nearest exit by a group, including a senior Club official. If they are under 12 years old, attempts should be made to find out their name and contact a parent or guardian, particularly in hours of darkness. Children must not, under any circumstances, be manhandled; they will usually go quietly if escorted by a group of adults. The assistance of a female Club official or spectator may help.

In cases where the child turns violent towards a Steward or Club official, the adult may use reasonable non-aggressive actions to protect themselves prior to a decision being made as to next steps. Stewards and Club officials must never let themselves be alone when dealing with an unruly child or when escorting a child from the ground.

Any incident must be recorded on the Matchday Report Form and highlighted as child related. Where deemed appropriate a written record of the incident will be produced

subsequent to the end of the match. The Club's Child Protection Officer must be made aware of the situation and can be requested to assist if inside the Ground at the time of the incident.

Lost Child

If a Steward or Club official is approached by a child because they are lost, they must take them to the Control Point immediately. An announcement will be made over the PA system to try to reunite them with their parent/guardian. A Club official may remind the parent/guardian of the dangers of letting young children run around unsupervised.

If a Steward or Club official is approached by a parent/guardian advising that they have lost their child, they should be directed to the Control Point. The Safety Officer or a Club official must be alerted immediately and a search party may be organised. If necessary a PA announcement may be made and the Police may be called for assistance.

Push Chairs and Prams

Push chairs and prams may be used in the Ground. When not in use and folded, Stewards may be able to store them for later collection; however the owner must be advised that they are left in storage at the owner's risk.

4. CONTINGENCIES

These procedures are intended to be comprehensive and workable for dealing with any emergency incidents that may occur at the Ground on a matchday.

In order to avoid inducing fear or panic into spectators who may overhear an emergency message between matchday staff, the following 'code words' should be used:

Fire

Mr Sands

Suspect package (possible bomb)

Mr Fawkes

Imminent Ground evacuation

Mr Leggit

4.1 Fire

A full fire risk assessment has been conducted for the Ground. *[Insert details of the Ground and risk levels].*

The discovery of a fire should be notified to the Safety Officer/Control Point immediately, giving a precise location and estimate of severity, e.g.:

‘Mr Sands has been located at and the severity appears to be’

The nearest Stewards to the fire incident should move spectators away from the area and prevent spectators from approaching the fire. The Safety Officer should go immediately to the scene of the fire and make an assessment for next steps, which may be calling the Fire Brigade. Fire fighting equipment should only be used to deal with the fire if it is small and manageable. If the incident is successfully dealt with, a message should be sent back to the Control Point stating:

‘Mr Sands has left the Ground.’

If appropriate, a Steward will be sited in the vicinity to conduct a ‘fire watch’ for at least one hour, so that the situation can be managed should the fire re-ignite. A suitable fire extinguisher should be provided for use by the Steward in the event of re-ignition.

4.2 Suspect Package or Bag

If a suspect package or bag comes to the attention of matchday staff, this should be reported to the Safety Officer/Control Point giving a precise location:

Mr Fawkes has been located at

The Safety Officer should go immediately to the location. People nearby should be asked if the package or bag belongs to them or if they know who it belongs to. If somebody claims the package or bag, or it is easily determined to be harmless, a message should be sent back to the Control Point confirming:

Mr Fawkes has left the Ground

If the suspect package is not claimed the Stewards must clear the immediate area and not allow spectators to approach the package. The Police must be informed of the situation using 999 and a partial or full Ground evacuation may be necessary taking account of the Police advice.

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

4.3 Partial or Full Evacuation

If an incident cannot be successfully dealt with, the Emergency Services must be informed by the Safety Officer (or someone else on his/her instruction) using 999, giving as much information as possible – only one person should call the emergency services to summon assistance.

The Safety Officer or another member of the Steward team should report to the PA Announcer who will broadcast the message:

‘Mr Leggit is in the Ground.’

On this announcement, Stewards and Club officials should proceed to the emergency exits gates and put them into the open position and site themselves by the gates to direct spectators and assist Ground evacuation.

Stewards and/or Club officials should be sited to ensure the access road to the Ground and Ground emergency access routes are clear to give unrestricted emergency services access. The Safety Officer, or a designated Steward, should meet the emergency services at the front entrance in order to provide full details of the emergency. Club officials, staff and volunteers should comply with the advice and guidance given by the emergency services.

If an exit gate is compromised by the incident, a Steward should be suitably sited to prevent use of that exit gate and direct spectators to an alternative exit gate.

An appropriate announcement should then be broadcast on the PA system, along the lines of:

‘Ladies and Gentlemen, due to an unforeseen incident will you please vacate the Ground for a short while.

Kindly proceed to your nearest Fire Exit.

Please leave in an orderly manner and assemble in the Tennis Car Park

All cars must remain in the car park until further notice.’

Full or partial evacuation will be ordered at the discretion of the Safety Officer based on the evidence available at the time.

Players and match officials may be instructed to congregate in the pitch centre circle until the situation can be assessed, to see if it is safe to return to the changing rooms. If not, they will be instructed to evacuate the Ground by the nearest uncompromised emergency exit.

Once the Ground has been evacuated the Safety Officer and a Club official will conduct a Ground inspection to ensure it has been appropriately evacuated, including all premises. The inspection will be completed by at least two persons and, where appropriate, they should be accompanied by members of the emergency services.

If it is decided that the Ground is safe to re-enter and continue with the match, the PA Announcer and Stewards should communicate this to evacuated spectators. Once re-admission has been safely completed, Stewards should return to their normal duties or any other duties as deemed necessary in the circumstances. If necessary the PA Announcer should be asked to announce:

‘Attention, attention, all Stewards please return to normal match duties.’

4.4 Adverse Weather

Extremes of weather such as wind, rain, lightning, snow, ice, fog or heat, may affect pitch conditions and player or spectator safety, both inside and outside the Ground, including access and egress routes.

Where such extremes exist (or are forecast) the Club will check weather updates, conduct pitch and Ground inspections, and consider in light of all available information whether plans to run the fixture should proceed. Where possible this decision should be made to give the visiting club and its supporters adequate time to cancel travel arrangements. The Club Secretary will make efforts to alert the visiting club directly and supporters via the internet, telephone messages and signage.

Should the match be underway when weather conditions worsen, the temporary suspension or abandonment of the match will be considered with input from the Referee. If the match is abandoned the Ground will be evacuated.

Communications with spectators will be via the PA system, loudhailer, Stewards and Club officials.

4.5 Damage to Structures

Upon notification of any structural damage or defect in or nearby to the Ground, the Safety Officer will inspect the damage and assess it for safety. If spectators are already in the Ground, a decision will be made as to whether it is necessary for Stewards to clear the immediate area of spectators, directing them to a safe area of the Ground. If reasonably practicable, appropriate repairs will be carried out. Stewards must prevent access to the immediate area until suitable repairs are completed and the area declared safe.

If repairs cannot be carried out, an assessment must be made of the likelihood to cause a threat to spectators. Where a risk exists that can be controlled and managed for the duration of the match, the area may be cordoned off with Stewards or Club officials positioned to prevent access to the hazard, provided it does not compromise the Club's ability to evacuate the Ground in an emergency situation.

If the risk to spectator safety is such that it cannot be controlled and managed satisfactorily for the duration of the match, then the fixture must be cancelled and the Ground evacuated.

Following the match, arrangements will be made to fix/control the problem as soon as possible, preferably before the next home fixture.

4.6 Power Cut or Failure

If a power cut occurs during a floodlit match and the Referee decides to abandon the match, spectators will be kept informed by the PA Announcer, Stewards and Club officials. If the PA system fails, there is a loudhailer available as back up. Stewards will oversee an evacuation of the Ground to ensure spectators are able to leave safely. Spectators with a disability will be offered appropriate assistance.

The Safety Officer, or other suitable Club official, should contact a competent electrician or the electrical power suppliers to address the problem (see Appendix C).

4.7 Gas Release or Chemical Incident

No gas or associated chemicals are used within the Ground; therefore it would be assumed any release would originate from an external source, potentially malicious. The Safety Officer, or other suitable Club official, must contact the emergency services and make arrangements to meet them by the Club entrance.

A decision will be made as to whether the Ground should be partially or fully evacuated prior to the attendance of the emergency services. Once the emergency services are in attendance, Club officials will act under their guidance to safeguard the safety of spectators. The affected area of the Ground will be cordoned off and spectators will only be allowed to return to the area on the advice of the emergency services.

Once the situation has been declared under control a decision will be made (in liaison with the Referee) to start the match if it had not yet kicked off, or whether to complete the match if it had already started, or whether to abandon the fixture. This will depend on the advice of the emergency services, the length of the stoppage period, and the time (particularly if an evening fixture).

4.8 Crowd Disorder, Surge or Crush

Stewards, assisted by Club officials, will attempt to resolve any situation involving overcrowding or unruly crowd behaviour that may lead to disorder, surging or crushing. If it is clear that quick resolution is not possible, the Safety Officer or other Club official will notify the Police (using 999). Stewards will continue to try to contain or control the situation. A priority is to prevent escalation, spreading of the problem or confrontation between rival supporters, while awaiting Police assistance.

Spectators wanting to move away from the incident should be directed to a safer area of the Ground or evacuated out of the Ground to the external assembly area. The PA system should be used to issue warnings, direct spectators and keep everyone updated of the situation.

First aid personnel will be alerted in case their assistance is required. If considered necessary the local Ambulance Service should also be called to attend (using 999).

The Referee will be notified of the situation and may be asked to temporarily suspend the match and remove the players from the pitch. Depending on the seriousness of the situation, consideration should be given to abandoning the match and, if required, ordering an emergency evacuation of the Ground.

4.9 Pitch Incursion

If a pitch incursion occurs, the Stewards (assisted by Club officials) will attempt to resolve the situation. If it is clear that this is not possible, the Police will be called by the Safety Officer or other suitable Club official. Stewards should be deployed as appropriate to prevent, deter or limit additional incursions and prevent confrontation between rival supporters.

The PA system will be used for issuing warning messages and/or advising spectators to clear the pitch area.

The Safety Officer will consult with the Referee to make a decision to temporarily suspend the match and remove the players from the pitch. Depending on the seriousness of the situation, consideration should be given to abandoning the match and, if required, ordering an emergency evacuation of the Ground.

Any person conducting a hostile pitch incursion will be ejected from the Ground. They may also be subject to further sanctions by the Club, including a ban from the Ground. Support will be given to the Police in the event of charges being made.

It is recognised that there are occasions when allowing pitch incursion is a viable decision to manage a safety risk, for instance to allow people to escape a crowd disorder, surge or crush situation.

The Club further recognises there are occasions when spectators may want to enter the pitch area, e.g. celebrating a high profile victory or last home match of the season. All efforts will be made to encourage spectators not to enter the pitch area, including Steward placements, match programme notes and regular PA announcements before and after the final whistle. When such an occasion occurs the Safety Officer will use dynamic risk assessment to determine the most suitable controls to use as the situation evolves.

4.10 Late Spectator Arrivals

Should information be received that either:

- Significant numbers of spectators are expected to arrive at the Ground close to or after the scheduled kick-off time; or
- Extended queues of spectators are yet to have gained access to the Ground via the turnstiles.

The Safety Officer, or other suitable Club official, will liaise with the Referee regarding the possibility of delaying the kick-off time for an appropriate period. Ideally this should be agreed by the Safety Officer, Match Officials, Team Managers and both Clubs, though the final decision rests with the Safety Officer or other suitable Club official. The kick-off should only be delayed once, so as not to cause an issue with supporters already within the Ground. The revised kick-off time and the reason for the decision will be communicated to the crowd inside the Ground via the PA system. Stewards and Club Officials will ensure those outside the Ground are informed of the decision, using a loudhailer if necessary.

The Club will increase the number of turnstiles in use, up to the maximum available, to enable speedy and safe access to the Ground. Suitable numbers of turnstiles will

remain open after kick-off for at least 20 minutes to cater for numbers of spectators arriving. If necessary, Stewards will be assigned to manage queues.

4.11 Capacity Crowds/Lock Outs

The Club does not generally attract crowds approaching Ground capacity except in certain circumstances, such as advanced rounds of the FA Cup or FA Trophy/Vase, a League Play-off Semi-final or Final, or a friendly against a professional football club. In such events the following plan will be implemented.

The Club will engage in advance with the visiting club, the local authority and the local Police to decide on crowd capacity, crowd segregation, match ticketing policy, stewarding and policing for the match. This may result in the match being declared all ticket and will be communicated externally using all available media to discourage people from turning up without tickets.

The match may include segregation for away supporters, whereby away supporters' tickets will be limited in number. The area(s) they occupy will be maintained within agreed safe capacity levels and will have appropriate barriers and Stewards in place.

All Ground fire exits will be assigned Stewards to ensure they are in working order and to prevent unauthorised access to the Ground.

On the day of such a match, the Club will monitor numbers of spectators outside the Ground. Stewards and Club officials will be stationed to control the queues and to communicate with crowds. Turnstiles will be closed as they sell all their allocated tickets and/or as Ground capacity is reached. The PA system and a loudhailer will be used to communicate with crowds both within the Ground and those not able to gain entry. Police support will be requested as appropriate and the Safety Officer will liaise closely with the Police Match Commander.

Inside the Ground, Stewards will ensure that spectators are moved such that no sections of the Ground are overfull.

4.12 Postponed and Abandoned Matches

Where spectators are already in the Ground, the Club will ensure all entrances/exits are opened and spectators are informed of the decision and reason for the decision by use of the PA system, Stewards and Club officials.

Abandoned matches, for whatever reason, up to and including half-time require that spectators be compensated by allowing access to the replay at reduced price or allowing free access by using their retained match ticket or a match ticket/voucher offered to them as they leave the Ground. The most senior Club official will have to

decide on whether access to the replay is at reduced price or free with a valid ticket or voucher. The Turnstile Supervisor will organise distribution of valid tickets or vouchers as people leave the Ground. The PA Announcer will advise over the PA system along the lines of:

'Today's match will not be able to go ahead/be completed due toand will be rearranged for a future date.'

Season ticket holders will not be affected where the game qualifies for admission using their season ticket. If you paid at the turnstiles for today's match please retain your match ticket/ report to in order to obtain a voucher for the rearranged fixture. Please assist us by queuing in an orderly fashion

Persons who are not season ticket holders and do not have match tickets should make their way from the Ground in an orderly manner.

Matches abandoned after half time are not required to attract a concession and the replayed match would be 'all pay' unless otherwise decided by the Club. The PA announcement would need to be modified to reflect this.

For matches included in a season ticket, season ticket holders will be unaffected as season tickets will be valid for any re-arranged fixture. This will not apply to matches not covered by the season ticket.

The relevant tickets or vouchers valid for the rearranged match will be kept in the turnstiles and distribution will be managed by the Turnstiles Supervisor or a suitable Club official. Numbers of tickets/vouchers issued will be kept to inform the estimated attendance on the rearranged date, so that appropriate safety arrangements may be planned.

4.13 Match Postponed Before Turnstiles Open

The Club Secretary will be responsible for making every effort to notify the visiting club and spectators that the match has been postponed as early as possible.

If people have started to queue, Stewards and Club officials will inform them of the decision, including the reason for the match being postponed.

APPENDIX A Overall Site Plan



APPENDIX B Clubhouse Plan

Do not scale from this drawing for construction or application purposes. Measurements are not exact; they were made by eye in scaling from this drawing. All construction dimensions must follow the square dimensioned only. All dimensions and details must be checked on site and any discrepancies between it being put together must be reported to CS-USA@csusa.com

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1	8/10/15	8/15	PR	Transfer notice
2	08/10/15			Drawing submitted to show proposed structural alterations
3	8/10/15	8/15	PR	Notes updated, new client advised. Issue to architect
4	8/10/15	8/15	PR	Architect's comments received, amended. Scope of work updated. Issue back advised
5	11/01/15	8/15	PR	Working notes & site taken back. Starting on-site work. Issue to architect. Issue on-site. Issue on-site. Issue on-site. Issue on-site.

Rev.	Date	Drawn	Checked	Description
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GSSarchitecture

35 HEEDS AVE, HETTINGBURN, MIDLOTHIAN, WILKIE 75
 Telephone: 01832 525 010, Fax: 01832 458 458
 Email: gss@gsaarch.co.uk, Web: www.gsarchitecture.co.uk

Gloucester: 01452 525 010, Hampshire: 01420 853 121



TENDER ISSUE

Project Title:
Parade Building Rehabilitation

Client:
Cambridge Town-Parade Club (CPTC) Ltd.

Bidding Title:
Proposed Ground Floor Plan

File Number:	C202
Issued By:	SECF
Checked By:	JEK
Scaled/MS:	1:50
Dwg No:	000010
Date:	10/08/15

APPENDIX C Local Street Maps



APPENDIX D Key Safety Related Contacts (internal and external)

Internal to the Club

Chairman

Name: Steven Noble
Mob: 07976313030
E-mail: steven.noble01@btinternet.com

Safety Officer

Name: Liam Warren
Tel: 07946 860762
E-mail: liam.warrem1981@gmail.com

Senior Steward

Name: James Ansell
Mob: 07786 925023

Steward Team

Name: Kevin Tilley
Mob: 07850661298

Name: Terry Blanchford
Mob: 07743 056467

Name: Tom Sheffield
Mob: 07511 282936

Name:
Mob:

Name:
Mob:
E-mail:

Child Protection Officer

Name: Sheila Lauder
Tel: 0788 7707319
E-mail: corbytownfcladies@gmail.com

Club Secretary

Name: Gerry Lucas
Tel: 07932 633343
E-mail: gerry11@gmail.com

Grounds man

Name: Steve Currall / Steve Polly

P.A. Announcer

Name: Gerry Lucas
Mob: 07932 633343
E-mail: gerry11@gmail.com

Ground Maintenance/Works

Name: Pete Currall / Steve Polly

Club Photographer

Name: Jim Darrah

Club Videographer

Name: Michael Laws

Club Webmaster

Name: James McCafferty
Mob: 0746485081

Program Editor

Name: James McCafferty
Mob: 07464 85081

Clubhouse Manager

Name: Edward Shepperd
Mob: 07491 934207
E-mail:

Qualified First Aider (matchdays)

External company (first line medical)

External to the Club

Police Service

Contact Officer: Police Constable 133 Chris Brooks-Payne

Tel: 07557778760

E-mail: chris.brooks-payne@northants.pnn.police.uk

Tel: 999 emergencies 101 non-emergencies

Fire Service

Contact Officer: Alistair Brooker

Tel: 01604 797151

E-mail: abrooker@northantsfire.gov.uk

Local Hospitals (with A&E)

Hospital: Kettering general

Address: 29 Rothwell road, Kettering, NN16 8UZ

Tel: 01536 492000

Distance: 8.5 Miles

Local Authority

Address :CBC New Post office Sq NN17 1GD

Enforcement Officer: Chris Stephenson

Tel: 01536 464000

E-mail: chris.stephenson@corby.gov.uk

The Football Association

Address: Northamptonshire Football Association 9 Duncan Close, NN3 6WL

Contact Name: Maria Murphy

Tel: 01604 670741

League

Address: Suite 3b, Eastgate House, 121-131 Eastgate Street, Gloucester GL1 1PX

Electricity

Emergency Tel: 0800 0568090

Gas

Emergency Tel: 0800 111999

Water

Emergency Tel: 0800 771881

APPENDIX E *Corby Town FC Accident Report Form*

Details of injured person

Name:

Home Address:

Post Code:

Tel. No:

Mob. No:

E-mail:

Date of Birth:

Gender: Male \ Female

Details of incident and injuries

Date:

Day:

Time:

Exact location of incident:

How did incident occur:

Location and nature of injuries (*state left or right where applicable*):

First aid and medical assistance

Assistance given: Yes / No

Assistance administered by:

Description of first aid given:

Hospital Visit Required: Yes / No

Taken To Hospital By:

Witnesses *(if any)*

Name & Contact Details:

Name & Contact Details:

Name & Contact Details:

Match details

CTFC versus

Competition:

Name of reporting Club official:

Club position:

Signature:

Date:

APPENDIX F **Corby town FC Matchday Lost Property Form**

Date:

Time:

Description of item reported lost (e.g. purse/wallet, watch, jewellery, jacket):

Additional information (e.g. brand, model, colour):

Area item last seen:

Owner's name:

Owner's contact details:

Address:

Tel. No.

Mob No.

E-mail:

Important note: All lost property with potential material value will be retained by [Insert Club name] Football Club for 3 months. Items that remain unclaimed will be donated to a local charity shop of the Club's choice. Likewise, cash that remains unclaimed will be donated to a local charity of the Club's choice. If an item is deemed to be perishable or unhygienic, and of no real material value, it will be disposed of once unclaimed beyond one hour after the match has ended.

Returned Property

Date/time owner notified:

Club official returning lost property:

Date/time collected:

Collected by:

Signature:

Covid 19 Procedures

