



Manchester United Limited

Annual Post Season Safety Report

2016-2017 Season

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REPORT OF THE STADIUM SAFETY OFFICER TO THE TRAFFORD METROPOLITAN BOROUGH COUNCIL SAFETY ADVISORY GROUP

1. PURPOSE OF REPORT

This report details the safety & security issues pertaining to the 2016 – 2017 season and is submitted in support of the General Safety Certificate (GSC) application for the 2017 – 2018 season.

The report identifies and highlights the relevant issues associated with all aspects of spectator safety within and under the control of Manchester United Safety Management throughout the 2016 – 2017 season, in accordance with Section 3.8.2 of the MUFC Safety Manual.

2. EXECUTIVE SUMMARY

The period under review runs from 3rd August 2016 until 4th June 2017. These dates relate directly to the 2016 – 2017 season.

The scale and diversity of the seasonal match / event programme continues to produce impressive statistics pertaining to attendance, variety of events and improvement to safety management and customer care. This data has been extensively and comprehensively collated into the Appendices contained later within this report.

There have been a total of 38 events/matches hosted with a spectator attendance in excess of 2.4 million. The events/matches have consisted of 19 x Premiership, 2 x FA Cup, 3 x English Football League Cup, 7 x UEFA Europa League, 1 x Rugby League Grand Final, 3 x U23's League, 1 X Youth FA CUP and 2 x testimonial events.

There continues to be valuable assistance, cooperation, support and guidance from our inter agency operational work and liaisons with the Greater Manchester Police (GMP), Greater Manchester Fire & Rescue Service (GMFRS), North West Ambulance Service (NWAS), St. John Ambulance Service and Trafford Metropolitan Borough Council (TMBC).

3. RECOMMENDATION(S)

This report is submitted to show how the requirements placed upon Manchester United Football Club Safety Management, by the General Safety Certificate (GSC) issued for the 2016– 2017 season, have been successfully and professionally concluded.

It is intended that this documentation and data will support the Manchester United Football Club application made to Trafford Council for the renewal of the GSC for the forthcoming 2017 – 2018 season.

4. SPECIFIC MATTERS ARISING

4.1 Safety Management:

Throughout the season the Safety Management Team (SMT) has continued to develop and have demonstrated their capabilities as an effective and efficient team.

In August 2016 the club appointed a Counter Terrorism Security Manager to add vital support and expertise to the team. There has been a focus this season on reviewing the SMT counter terrorism security policies and procedures; specifically a raised terrorist threat policy was developed and proved invaluable in the weeks after the bombing at the Manchester Arena in May this year.

In addition to the continual assessment and evaluation of all existing practices there has also been an in-depth review of the MUFC Safety Manual with an updated version being issued. The revised safety manual includes amendments as a direct result of the key lessons learned after the stadium evacuation last season (MUFC v Bournemouth 15th May 2016). There has also been considerable interest from other football stadia management in relation to learning from the evacuation. To share the learning and experiences the SMT has given presentations to the annual conferences of the Sports Ground Safety Authority (SGSA) and the Football Safety Officers Association.

The Gold / Silver / Bronze (GSB) Police management system associated with the match day operation continues to operate well. Pre-Match intelligence meetings continue to take place between the Silver Commander and Safety Officer with the agreed agenda capturing all aspects of the planning and delivery phases. The Silver Commander remains in direct communications through a variety of media with the Bronze Match Commander based in the MUFC Stadium Control Room. This system continues to be operationally sound and causes no concerns to either party.

TMBC continue to control the match day 'Traffic Management Plan', and coordinate their pre and post-match day operation through an external agency with associated support from MUFC and GMP where appropriate. Despite the significant and ongoing road works connected with the expansion of the Metrolink, traffic management has been well managed ensuring the continued safety of spectators arriving at Old Trafford.

Manchester United car park operations continue to operate daily from 0700-1900 successfully managing 5175 vehicle spaces including 300 accessible bays across the thirteen official car parks. All issues associated with congestion in the car parks before and after a match are constantly monitored and managed to ensure the free flow of traffic is kept to a minimum and returned to normality as soon as possible.

The SMT continue to use the Aware Manager system as a reliable and efficient system which accurately records match day incidents, maintenance issues, medical treatment data, arrests, ejections and refusals to populate and subsequently produce the information required for the compilation of the post-match report. The system is fully auditable and accordingly provides an excellent safety assessment and evaluation tool. The continued usage of the 'Aware manager'¹ mobile applications throughout the 2016-17 season ensured that all actions were completed methodically and that the record of events was captured in real time. In addition the system was modified to provide an

¹ AwareManager is a provider of facility management software for commercial and corporate real-estate properties, stadiums, healthcare facilities, offices and similar venues. It offers maintenance scheduling, maintenance of risk ledgers, recording insurance certificates, tracking incidents and escalating issues via appropriate channels.

escalation structure to ensure compliance and auditability regarding actions. The SMT also provide a pre match report associated with this data to the Director of Venue Operations as an additional method of safety positive affirmation.

The MUFC Health, Safety and Security Risk Steering Group examine all areas of operational business and coordinate positive affirmation work to ensure that any risks identified were addressed. As an ongoing and continuous process all areas of the SMT roles and responsibilities are examined to ensure that they are of the highest standard. Such areas include the SMT manuals and policies, structured reporting procedures, escalation policies and control measures.

On a match day, the SMT use a 'loggist' in the stadium control room. This is an individual who is dedicated to logging down decisions made by the SMT in response to activities and incidents that occur during the certified time. This is done in real time to provide an accurate record of activity. Joint Decision Making Model (JDMM) training was also delivered to the SMT and wider key security management personnel. The JDMM is widely used by police and other emergency services in line with the Joint Emergency Services Interoperability Programme (JESIP).

Social media monitoring is now consolidated within the control room. This enables the Safety Officer to be made aware instantly of any developing news stories globally which may affect the safety and security operation on match-day.

The post-match crowd control arrangements for those supporters who queue for player autographs has been further developed with the introduction of separate areas for children and wheelchair users. This has improved the safety and customer experience in what can be an excitable and very crowded area.

All SMT processes are also further supplemented with the usage of the 'Steward Match Day Incident Reports'. This entails the post-match hand written completion of an incident form(s) by steward supervisors from all sections, in relation to any pertinent issues occurring within their own areas, which they feel should be reported back to the SMT. These issues relate to potential safety matters, equipment defects, security issues, ejections, damage, medical scenarios etc. and once again all fully auditable. This process ensures that the stewards feel more involved and part of the safety management system and in turn encourages better reporting of a relevant and consistent nature. Accordingly, the quality as well as the volume of incident report continues to remain at a constant rate based on previous seasons' data.

The Steward Training programme continues to be delivered by our now established training provider – Controlled Solutions Group (CSG). This ensures that MUFC support all its stewards in their requisite training and role competencies in accordance with the NVQ Training Levels 2 & 3. The Controlled Event Solutions (CES) match day security stewards are also trained to the same NVQ Level 2 by their parent company provider CSG. The online NVQ work is further supplemented by a small team of steward training assessors, who continue to undertake continual assessment and evaluation work with the stewards on match days. The training provider is audited by the SMT on a quarterly basis to ensure that high quality standards are maintained. The recruitment process of stewards now takes place bi-monthly; there has been a healthy number of suitable applicants throughout the year. All new stewards recruited to the role, have to complete the full online training package with an associated examination before they become eligible to commence match day employment, further enhancing the capabilities and competencies of new stewards and showing full compliance with the general safety certification

requirements. The steward training package continues to improve with additional training input provided in relation to disability awareness. There is also a separate training package provided by 'Level Playing Field'² for the benefit and training of the Stadium Access Stewards.

Extensive hardware & software work continues to be undertaken with the Skidata³ electronic turnstile and entrance access system to ensure data is continually and accurately produced and presented, which the SMT can utilise to evaluate match day capacities, flow rates and entry trends to all sections of the stadium.

The SMT continue to test the match day and non-match day evacuation plan with scenario testing held during 'silent evacuations' exercises which test the building and safety systems. In addition an unannounced exercise to test staff evacuation was also conducted during the season. An extensive and bespoke table top exercise has been developed with Greater Manchester Police and will take place in September 2017. The attendance at this table top exercise has been expanded to include the involvement of match day casual stewarding and security staff that will greatly benefit from this tactical exercise.

The annual ground inspection tests have again been carried out by 'Capita Structures' in the closed season, in order to ensure full compliance with the requirements of the 'Green Guide'. The resultant report and documents proved satisfactory and passed to the TMBC Licensing Officer for his attention.

As already mentioned, the 'MUFC Safety Manual' is continually under review, amendment and update in order to complement current safety structures, systems and protocols in accordance with the requirements of the General Safety Certificate. The TMBC Licensing Officer is kept fully apprised of any SMT developments and consulted on all relevant issues.

4.2 Security:

The security for both match day and non-match day operations remains contracted to 'Controlled Event Solutions' (CES). The SMT maintain a close working relationship with CES with continual liaison, review and de-brief to ensure that the security arrangements both complement and support all current intelligence, events, threat levels, necessary safety policy, protocols and deployments.

In association with the SMT, the Security Operations Manager from CES continues to work hard to evaluate and improve all security delivery in an effective and efficient manner to MUFC. All security arrangements are continually assessed and re-evaluated, resulting in an appropriately managed and coordinated delivery, thereby ensuring robust security is maintained 24/7 in and around the stadium, satellite properties and other complexes on both match and non-match days.

During 2016-17 an independent audit of both match day and non-match day security was conducted by an independent external security risk management company. The outcome

² LPF is a registered charity in England and Wales, and acts as a campaigning and advisory organisation to its membership and other parties across all sports. You will find information on disabled fans facilities at clubs and stadia, along with useful disability and access reports, guides, good practice documents and general disabled supporter information. Please visit <http://www.levelplayingfield.org.uk/>

³ SKIDATA AG is a global company and a worldwide leader providing access solutions and [visitor management](#). Please see <https://www.skidata.com/en/corporate/about-skidata/>

of the review was extremely positive with only minor incremental improvements recommended:

Extract from Executive Summary:

Effective plans have been offered for all necessary areas of operation and the record keeping undertaken was scrupulous. Thought has clearly been demonstrated with regard to the incorporation of appropriate legislation and there is evidence of clear command, control and interoperability. Moreover, the desire of the SMT to continuously develop all areas of operations is evident. In striving to be a learning organisation, Manchester United demonstrates facets of a 'generative security culture' in an industry so often driven by cost and the bottom line. This cultural attitude is to be applauded.

MUFC's security operation, its people, procedures, processes and controls are highly accomplished and evidently effective. In this regard, the subsequent section outlines a summary of recommendations for incremental improvements only, which will help build upon the Club's existing industry-leading security foundation.

Despite this positive audit, the security operations are continually re-examined and scrutinised to ensure an effective security presence is in place to proactively manage all aspects and factors involved with the match day security. A periodic programme of SMT led penetration testing alongside match day quality assurance checks ensures that a continuous improvement culture permeates through all those involved in the operation.

The current 'National Terrorist Threat Level' has been classed as 'Severe' which is the second highest level of threat (a terrorist attack is highly likely) since August 2014. The suicide bombing at the Manchester Arena on Monday 22nd May 2017 saw the threat level increase nationally to 'Critical' (a terrorist attack is expected imminently), for a period of 5 days. Fortunately the Club did not have any football matches within the stadium in this time however; the 'Raised Threat Response Plan' was put into action to protect staff and visitors to the stadium. The museum and stadium tours were closed for a number of days and numerous security measures were increased around the stadium perimeter.

The Michael Carrick testimonial match, the final fixture of the season, was held on the 4th June 2017. Although the threat level had reduced the nation was still on very high alert after an attack in the Borough Market area of London on the evening of the 3rd June 2017. At relatively short notice a "We Love Manchester" benefit concert, in aid of the Manchester bombing victims, was also planned for the evening of the 4th June at Lancashire County Cricket Club. To help facilitate the benefit concert and address the potential overlap of simultaneous events in the area, the kick-off time for the Carrick testimonial match was brought forward by 1 hours 30 minutes to 2.30pm. The match was played against the backdrop of these ongoing terrorist threats. The stadium security plan was reviewed and modified to further target harden against the new and emerging threats. A 'No' bag policy was also implemented requiring the deployment and staffing of additional bag drop facilities.

Our newly appointed Counter Terrorism Security Manager continues to liaise with the GMP Counter Terrorism Security Advisor (CTSA) who together continually assess the current measures and recommend additional measures where appropriate. The NaCTSO scoring matrix judges our security provision against challenging nationally recognised standards. Despite last season, having the highest score and improvement for any venue in the North West, the SMT have continued to make significant improvements during the course of last season.

The online counter terrorist awareness course, developed last season continues, to be a mandatory annual requirement for all MUFC staff.

At the beginning of last season a tenure process was completed by CES to select a new provider for specially trained dogs to prevent and detect explosives and pyrotechnic devices. The explosive search capability is now an essential part of pre-match stadium search procedures and this is in addition to a pyrotechnic dog scanning operation for visiting supporters.

In conjunction with the police, the SMT will explore and evaluate all available intelligence in order to gauge all stadium safety and security responses. This in turn is passed onto CES to ensure there is no relaxation of security policies and a full recognisance of national threat levels is acknowledged, anticipated and understood.

Security access to the stadium on both match and non-match days continues to be proactively managed by CES. The security accreditation system also remains essential to a tight security regime. The security accreditation system encompasses the press, media, contractors and visitors to the stadium on match-days. All these people are also subject to match specific passes and wristbands with security escorts where appropriate, to further highlight and focus minds that stadium access is strictly controlled and non-authorized entry is activity discouraged and prevented.

On a match day, the SMT have enabled CES deployments to proactively target many issues in direct support of its policies and the overall safety and security of the supporters. Some of these operations have included, ticket touting, concessionary ticket misuse, away in home policy, clandestine smoking within the stadium, persistent standing, drunkenness and 'drinking in view of the pitch' offences. The proactive approach taken by our security staff resulted in 541 refusals, the highest number ever recorded; conversely there was only 48 arrests made last year, the lowest number ever recorded. There are many variables to determine whether there is a causal link between high refusals and low number of arrests but our policy of early intervention clearly has a positive impact on the overall safety and security of the event.

From the stadium control room, CES operate and manage the extensive CCTV camera systems, in and around the stadium on a 24/7 basis, to skilfully detect, identify and react to any ongoing safety or security issues. The existing CCTV system is undergoing extensive and continual improvement work with phase 1 of the new work now complete which includes new panoramic cameras located in the stadium bowl. The project continues with further enhancements being introduced over the closed season.

4.3 Governance:

The SMT continue to de-brief all events and then collate, compile and distribute the electronic 'Post Match Report' to all departments and agencies on the first working day following any match or event. This is seen as extremely important that all pertinent safety and security matters relating to the event are expeditiously communicated to all partners and internal departments. Subsequently, all aspects of the match day operation and related issues of note are discussed and overseen within a formal 'post-match de-brief meeting'. The meeting was chaired by Guy Smith (Director of Venue Operations / Deputy General Safety Certificate Holder) and attended by other members of MUFC senior management.

A pre match liaison meeting involving the SMT and GMP is always facilitated prior to each event to discuss and clarify the anticipated operational requirements, planning and contingencies and to discuss associated deployments against available intelligence. These meetings have been extremely valuable to bench mark necessary arrangements and resourcing involving the 'governing' agencies. The continuing review of MUFC operations via the Gold Silver Bronze (GSB) police command structure assists the development of future operations. Following any event a debrief process with GMP is undertaken to ensure that any learning experiences are captured and implemented at future events.

The SMT have been extremely grateful for the continued support of Trafford Metropolitan Borough Council (TMBC) towards MUFC and their match day operations. Special note should go to the TMBC Licensing Officer - Tony Bibi, whose attendance at high risk fixtures last season, in a monitoring, compliance and advisory capacity has been seen as invaluable support to the SMT.

MUFC have hosted members of the TMBC Safety Advisory Group (SAG) during the 2016 – 2017 season. They attended Old Trafford for the West Brom fixture in April 2017 in a regulatory and auditing capacity, and again the SMT see this as valuable support and assistance in their role.

Members of the Sports Ground Safety Authority (SGSA) regularly liaise with the SMT to ensure that the safety policies / protocols involved in the match day operation are fully in place. Laura Strong, the recently appointed local SGSA Inspector, attended the Liverpool fixture in January 2017.

MUFC also support and welcome feedback from the 'Visit Football' quality assurance stadium scheme as backed by the Premier League. This feedback on general supporter experiences, away supporter experiences and disability issues provides poignant information on a variety of issues but most importantly to the SMT are the specific items on stadium safety and security.

4.4 Persistent Standing / Smoking:

The SMT address all aspects of persistent standing and smoking regulation protocol (as previously discussed). 'Appendix D' (attached) highlights the arrests and ejections involved throughout the 2016-2017 season associated with contraventions of persistent standing and of the no smoking regulations.

Each match is risk assessed in relation to persistent standing in accordance with previous guidance provided by the SGSA, and then continues to be dynamically risk assessed throughout the event. It should be highlighted that regardless of any standing issues manifesting themselves, that all gangways and vomitories are kept clear at all times, as a priority.

The 'No Smoking' data has shown a marginal decrease in ejections for this type of offence, especially in away areas during the last season. This should be viewed in part, as a direct result of the proactive CES security operations targeting such offenders. Pre match all safety steward supervisors are issued with a 'smoking debris report' highlighting where the cleaners found any cigarette debris at the previous match.

For both issues of persistent standing and smoking, letters are sent to identified offenders highlighting the severity of their actions and the possible sanctions that will be imposed should they not modify their behaviour. In addition the SMT have a rigid process for the collation and allocation of complaints around such matters so that highlighted issues are targeted without delay. Real time action is also available during events by the anonymous 'text help' system which is in operation on match days and is managed from the stadium control room to ensure issues are dealt with expeditiously. The availability of this anonymous text service is fully communicated to all fans.

4.5 Medical Team:

The SMT continue to work closely with its medical team in order to maximise its response and capabilities towards the treatment of spectators and staff before, during and after events. Close liaison is maintained with the medical teams to ensure all stadium safety requirements and responsibilities are addressed on a match day and a post-match debrief also ensures that all information is evaluated in a timely and effective manner, so that any modifications to the medical model can be expeditiously enabled.

The current medical resourcing model continues to thrive and develop under the control and coordination of the Lead Crowd Doctor – Dr. John Butler. The medical team configuration comprises of a cadre of highly skilled and specialised Crowd Doctors, ably supported by emergency nurses on a 1:1 basis, a significant and calculated number of paramedics strategically located around all areas of the stadium, and all supplemented by a regular and ample attendance from the St. John Ambulance service. This model achieves optimum medical team establishments by way of stadium coverage, experience, quantity and quality, training opportunities, payments and general working protocols. These factors then neatly dovetail into the overall existing MUFC safety policies.

During this season Dr Butler arranged Major Incident Medical Management Support (MIMMS) CPD training. This is an internationally recognised accreditation and delivered by an organisation called the Advanced Life Support Group. Its purpose is to enable effective coordination and management of any large incident that consumes the normal running of any ambulance service requiring more resources to deal with the incident. MIMMS training familiarises the medical teams: doctors, nurses, clerical support, and volunteers on how to deal with a major incident on arrival from primary triage through to patients going to hospital. The importance of accurate documentation is also covered as it is deemed vital in any follow up enquiry or investigation. This ongoing training ensures that the medical teams are up to date, tested and the plan is resilient and continues to develop.

St. John Ambulance continues to operate its very own 'MUFC St. John Unit' within the stadium, which meet weekly and train in and around the ground itself. This arrangement continues to provide an improved resilience for match days and also gives their members great pride and ownership in being part of MUFC as well as the St. John Ambulance service.

Appendix E details the data relevant to specific spectator and staff medical treatments at each event during the last season. MUFC work with NWS to understand the pressures placed upon the NHS. To this end the provision of the medical teams ensures the persons at the events are given the best pre-hospital treatment available outside the hospital environment and therefore reducing the pressures that could be placed on the local NHS system. It is interesting to note that last season, involving over 2.4 million

spectators, saw a reduction in the number of people treated with an average of 14.2 treatments per match compared to an average of 15 treatments per match over the preceding 6 seasons. Hospitalisation increased marginally since last year but is well below the 6 year average. One of the medical team's objectives is to minimise spectator hospitalisations by being able to supply a skilled but varied and diverse medical response to all patients, in order to reduce hospital admissions and consequently reduce any pressure on the external emergency medical resources. The data confirms that this objective is still being achieved.

The medical treatment data and patient feedback provides great reassurance to the SMT that the current medical model is working well and fit for purpose. Accordingly, the match day medical operation and its safety policies continue to work and provide excellent support for the medical provision of all attendees to Old Trafford.

Medical conditions presented vary from simple blisters to cardiac arrests; all require appropriate treatment. MUFC and the medical team are proud of the service provided and will continue to strive to deliver the right care at the right time. Above all, cardiac arrest outcomes are most successful with early intervention to give the best possible chance of survival. This high standard of medical provision was demonstrated once again in October 2016 when a male collapsed on the concourse; instantly recognised by MUFC stewards they acted superbly and gained medical assistance, resuscitation commenced immediately using the defibrillator, cardiac drugs, intubation and transported to hospital. The patient survived, had a stent fitted to his heart, attended a game some five weeks later where he met some of those involved with his treatment.

The skill, expertise and diversity of our medical teams ensure that not only do they have the ability, resources and equipment to react to any medical scenario occurring in any area of the stadium at an event, but their presence and capabilities also ensure that the MUFC Disability section is also able to offer match day facilities to a diverse range of disabled supporters. The 'Ability' section as a result is a thriving and important part of the safety operation, with many member fans able to enjoy the match day experience in the knowledge that specialised medical assistance is available at all times.

There were many examples last season where extremely poorly, disabled or terminally ill people were able to be accommodated to attend at a match with great care and dignity for the person, often involving children, and this would not have been possible without the assistance and reassurance of our medical teams.

Next season will see the 1st phase of the staged implementation of the increase in wheelchair positions and accessibility seating. Accordingly future medical provision will be subject to continual review to assess the impact of the changes in the reconfiguration of the stadium.

4.6 Police:

In line with the Lord Justice Taylor report (following Hillsborough), the SMT continue to support the multi-agency approach to match / event spectator safety and security issues. In particular, the SMT work very closely with the GMP and continue to explore all aspects of match / event safety and security to ensure the most effective and efficient usage is made of police staffing and deployments in conjunction with MUFC policies and match day resources.

Prior to the start of the 2016 – 2017 season, the SMT met with the police to review the match day police deployments. In light of the ever present terrorism threat and to complement the wider match day security operation some minor changes were made to police deployments. These changes were jointly evaluated mid-season and all parties agreed that the changes had a positive impact upon the operation.

As in previous seasons the SMT and police assessed the season's fixtures and potential match categories. These negotiations proved very successful as the majority of the scheduled match categories did not need to be varied as the season progressed.

In summary, there were 5 x 'Police Free' events (Youth & Reserve fixtures), 18 x Category 'A' events, 8 x Category 'B' events, 6 x Category 'C' event and 1 x Category 'C-IR' (increased risk) events. The high incidence of Category A matches certainly continues to highlight the confidence of the police in the SMT safety and security operation.

Continual liaison and discussions were undertaken throughout the season with GMP, as regards any deployment amendments and anomalies associated with the variance of the match kick off days and times surrounding televised match events.

Good communications is seen as paramount to ensure all pertinent intelligence relevant to the event and its attendees, deployments and any other associated operational information is exchanged between both parties. This communications exchange is also supplemented by regular pre match planning meetings being arranged around 2-3 days before the event involving the SMT and the GMP match day Silver Commander. A post-match de-brief is also facilitated with GMP to ensure full and detailed liaisons are continually maintained, pertinent data information relevant to the event exchanged, and any valuable lessons learnt from the experiences of the fixture.

The match day operation also benefits from any available intelligence gleaned from other agencies. These not only include the police sources but also the National Football Safety Officers Association (NFSOA), which communicates specific post-match safety officer's reports on their own matches and previous incidents. Most importantly, the NFSOA also provides information on the activities of visiting supporters to matches at most stadia in the UK throughout the season. This valuable information is procured from either one-to-one contacts with other Safety Officers or via the restricted national website. This information is always evaluated and acted upon where necessary, but also always shared with the police. The SMT continue to be full members of the NFSOA.

There has been a number of challenging European fixtures this season, most notably Feyenoord in November 2016.

Dutch police intelligence suggested that up to 8000 Feyenoord fans would attend this fixture despite only having a 3,100 ticket allocation. Consequently a ticket collection point was operated by Feyenoord at Victoria Railway Station where fans were required to collect their match ticket along with a match specific wristband. By match day it was estimated that there were 5-6,000 Feyenoord fans within the City Centre. It was widely reported that the engaging nature of the police operation was appreciated by the travelling fans and as a result the general behaviour and compliance of the Dutch fans was very good.

A free shuttle bus service was provided by MUFC for Feyenoord fans to travel from the Manchester City Centre Fanzone to the stadium; police officers checked wristbands and tickets as a condition of travel and accompanied the fans on each shuttle bus.

Approximately 3,500 Feyenoord fans walked to the stadium under escort from the police, it should be noted that this was one of the largest march of football fans ever completed in Manchester. There were some isolated incidents of anti-social behaviour including firework throwing during the march.

To accommodate the large of number of fans in the walk-up and filter those fans without tickets, a designated away fan processing area was developed in the E1 and E2 car parks. Fans entered the rear of E2 car park directly from Wharfside Way via a specially built stepped platform. Approximately 300 supporters were identified at the processing area either without tickets or with tickets for home sectors, and all refused fans were returned to the city centre via the shuttle buses.

Despite the obvious challenges the match passed without significant incident. Detailed planning and preparation took place over many months. Excellent communication and cooperation between MUFC, Feyenoord, Dutch Police, Greater Manchester Police, Trafford Metropolitan Borough Council, Manchester City Council and Transport for Greater Manchester; proved invaluable in the overall success of this operation.

Manchester United are totally committed to equality, diversity and inclusion. The club has a zero tolerance approach to any discriminatory or offensive behaviour from any person. In their working protocols with GMP, the SMT have developed joint associated policies in effectively dealing with any such incidences. Accordingly, all staff are trained and briefed in such matters and fully support the club's #allredallequal equality and inclusion campaign. MUFC have also developed an initiative titled 'Help your club tackle discriminatory or offensive behaviour'. This is an anonymous mobile phone texting service, highlighted on numerous posters around the stadium and also within the match day programme, to help alert staff to any discriminatory or inappropriate behaviour, all of which can be dealt with 'live', rather than after the event by way of complaint. MUFC have also adopted the 'Kick It Out App.' which can be used in a similar way to anonymously report such despicable offences. The SMT work closely with the club's Equality and Inclusion Officer on equality related matters and incidents.

4.7 Children, Young & Vulnerable Persons:

Safeguarding within football has recently been subject of media headlines. The match day safeguarding operation was already well established and consolidated into the overall match day operation. Safeguarding professionals from local authorities have been recruited and now work alongside MUFC staff to provide a proactive and reactive operation in relation to the safeguarding of children and vulnerable adults. These groups include children who may be subject to issues of neglect, child sexual exploitation and domestic abuse. It also includes adults who may be vulnerable due to mental health issues, domestic abuse or drug dependency. We recognise too that specific behaviour amongst our staff may also raise concerns. The match day safeguarding officers take up strategic positions at different phases to monitor activity and are deployable to specific incidents via the stadium control room.

In line with current national policy, MUFC continue to employ the services of a full time Safeguarding Officer whom the SMT continue to work closely with all match day issues concerned with the welfare, safety and security of children, young persons and vulnerable spectators. The SO has also provided new and valuable policy guidance to the stewards on child safety / welfare. These policies have also been included in the 'Steward's Operational Guide' (Stewards Handbook).

From the 2015/16 season the match day safeguarding role has evolved from one person working during the match to a minimum of 3 staff working. The resources for each match vary according to anticipated demand i.e. for some European fixtures there has been high number of school groups in attendance on these occasions and a minimum of 5 safeguarding staff will be in attendance. In some instances the safeguarding team will follow up with schools and colleges any concerns that have arisen. These staffing increases have also provided additional support for security staff; safeguarding staff are present when any person under 18 years of age is searched.

Safeguarding staff are stationed in stands to provide a quicker response, general support is available should any child become separated from the adults who they are with or concerns about the behaviour of the group.

The safeguarding team have a regular cohort of trained staff working an event which has provided the opportunity for a professional and personal relationship with stewards and others to provide a consistent level of support across the club. This has increased the confidence of steward supervisors in asking for safeguarding support as required, which results in an increase of cases reported, ultimately increasing the scope of the safeguarding team.

Neil Shone, the Premier League Safeguarding Support Manager, conducted an inspection visit at the Wigan FA Cup Match on 29th January 2017. The visit received very positive feedback and identified the following good practice:

- The Local Authority have agreed and approved all pitch side activities.
- The appropriate number of safeguarding officers have been identified at each match. They are assessed on each occasion by the safeguarding team to ensure correct numbers.
- Listening to supporters with special needs who can provide advice on their needs and further develop facilities.

MUFC continually undertake the Disclosure and Barring Service (DBS) checks (previously CRB checks) of all stewards under the management and coordination of the Safeguarding Officer. This is facilitated as an ongoing process with the objective of all relevant staff checks being fully completed and up to date and also renewed again after 3 years.

The match day ticket checking operation in the Family Stand has continued throughout the 2016-17 season with the intention of identifying adults attempting to enter that area on junior ticket facilities. Any persons found misusing the junior tickets have them confiscated and appropriate sanctions applied by the Ticket Office management. Accordingly this has continued to see a steady decrease in such practices through robust ticket enforcement to virtually zero. In turn this has ensured the Family Stand population remains predominantly one of parents and children, and maintains the atmosphere of a family orientated one. To further promote this family environment the family stand has been made a zero tolerance area for unacceptable behaviour and sanctions imposed on any supporters who do not adhere to the high standards of supporter behaviour we expect. This same concessionary abuse policy is also applied to all other parts of the stadium with the same sanctions to ensure concessionary tickets are not being abused and the demographics of both child and elderly people maintained throughout the stadium.

The dedicated Steward 'Ability Team' works well and regularly attract letters of thanks for their skill, professionalism and understanding. The club has appointed a full-time Disability Liaison Officer (DLO) with additional consultancy support from a previous DLO. The extra capacity in this area will prove invaluable on completion of the accessibility seating area expansion.

This is the second season since the introduction of the Stadium Access Stewards who assist supporters with limited mobility in accessing, circulating and egressing all areas of the stadium. This specialist team of stewards has been trained utilising Premier League training as well as bespoke MUFC equality training. The work of the Stadium Access Team has been invaluable in ensuring that all spectators are in a location that is appropriate to their particular needs and ensures that they can safely evacuate the stadium if required.

The MUFC mobility buggy operates a popular transfer service from the remote car parks for supporters with limited mobility. It undertakes several trips pre-match between designated stops and then also undertakes one final trip post-match. This service has been well received and there will be further assessment during the coming season to establish if this service can be further expanded.

4.8 Specific Event Day Issues:

- 2/10/16 MUFC v Stoke City- two offensive weapons (knives) were discarded in-between the away and home turnstiles and a further knife was discovered on an away supporter whilst being searched.
- 26/10/16 MUFC v Manchester City EFL Cup - During halftime a smoke grenade was ignited in the East Tier 2 male toilets setting off the fire detection system and as a consequence fire prevention mechanisms activated including the fire shutters closing on all East Stand Kiosks. On investigation of the smoke grenade it was discovered that seven sinks and soaps dispensers had also been smashed within the toilet area rendering the toilets unusable for the rest of the match.
- 16/2/17 MUFC v AS Saint-Etienne- As the players entered the field A.S.Saint Etienne fans celebrated excitedly and engaged in a large scale coordinated lighting of pyrotechnics. This consisted of the igniting of approximately 40 flares. This was relatively short lived however two of the flares were thrown towards the pitch. Shortly after the flare activations, stewards and security in the away section reported away fans being provocative and overly aggressive and striking some stewards whilst attempting to stand in the gangways. Due to the high risk of potential injury to staff and their overall safety, the decision was made to withdraw staff from the gangways on safety grounds.
- 4/3/17- MUFC v Bournemouth - At last season's fixture against Bournemouth the match was abandoned due to the well-publicised evacuation of the stadium. It was identified in the planning for this game that the iconic nature of the fixture could potentially attract hoaxers or prankers trying to embarrass the Club. Additional preventative security measures were put in place to mitigate such activity. The match passed without any significant incidents and with very little media reference to last year's event.
- The SMT allocated travelling MUFC stewards to all away fixtures during the 2016-17 season to ensure that the travelling supporters had a point of contact regarding safety and stewarding issues. This initiative has been well received by supporters and other

grounds with excellent associated improved behaviour by the traveling MUFC supporters

4.9 Charter Complaints:

The SMT have received and provided a measured and suitable response, following appropriate investigation where necessary, to any issues received from Customer Care in accordance with the Manchester United Club Charter throughout the 2016 – 2017 season. The SMT meet and liaise regularly with the Customer Care Team to ensure all complaints are thoroughly investigated and responded to expeditiously.

These complaints involved a diverse range of advice, observations and outright complaints associated with match day behaviour or procedures involving staff or other spectators. This year the SMT have developed a tracking tool which provides management information to allow better targeting of repeat issues.

The ongoing auditable procedures developed by the SMT in relation to complaints, continues to work well. Specific complaints where appropriate, are allocated to the area steward supervisors for their ongoing personal proactive monitoring or other reactive resolutions. These 'complaint forms' are then returned after each match for SMT checking and recording and subsequently filed away with the original complaint on its conclusion. This process is working well in addressing issues affecting the 'MUFC Customer Experience', but equally important ensuring full recognisance of the safety & security of the spectators and their enhanced compliance with Ground Regulations.

The texting initiative, 'Help Your Club Tackle Discriminatory or Offensive Behaviour', developed three years ago continues to assist both in the reduction of complaints and proactive resolution of 'live incidents', by the reactive addressing of any unacceptable behaviour within the stadium during a match. Customers are advised to anonymously text HELP to a dedicated control room number followed by the Stand, Row & Seat of the offender and the nature of the problem affecting them during the match day period. Stewards are then immediately directed to the area in question to assist or resolve the issue as appropriate.

The benefits of the texting service are also regularly broadcasted over the stadium public address system in a proactive effort to ensure all supporters are aware of the facility. The service has attracted customer support resulting in a certain amount of ejections and arrests, which otherwise may have gone unchecked.

4.10 Projects:

- A. The construction works to increase accessibility seating has started and due to be completed before the start of the 2017-18 season. The completion of the project will see an increase in wheel chair positions from 120 to 277 and an increase in amenity seats from 126 to 278. Although the work will be completed the seats are reversible and the release of the new seating will be phased over 4 years. The SAG has received a separate presentation on this large construction project
- B. Hostile Vehicle Mitigation Measures (HVM) – Plans to install new HVM bollards at all vehicular access points to the stadium are at an advanced stage. Once agreed

construction work is expected to start during the course of the 2017-18 season. In the interim and in conjunction with GMP we have developed some temporary match day HVM measures. This work will complement the existing security bollard operation around the stadium perimeter which was extended last season to prohibit vehicles gaining unauthorised access underneath the stadium.

- C. The upgrade to a high resolution CCTV system is almost complete. Further improvements will continue into 2017-18 including the incorporation of passive infra-red detection systems.
- D. The new stadium control room project has been reviewed and the new revised plan is now at an advanced stage. This work is likely to be completed in the closed season in 2018.

5. APPENDICES

Appendix A	Stadium Seating Capacity
Appendix B	Safety Personnel – Staffing Figures
Appendix C	Arrests / Ejections
Appendix D	Persistent Standing & Smoking
Appendix E	Spectators Treated by Medical Staff
Appendix F	Fire Detections & Alarm System Activations
Appendix G	Match Day Attendance
Appendix H	Seasonal Comparison Data

6. CONCLUSIONS

The current edition (5th) of the Guide to Safety at Sports Grounds ‘Green Guide’ states in its Preface:-

“Whilst there have been no significant failures resulting in the deaths of spectators at any ground in the UK since the publication of the previous edition, the potential for disaster remains. Tragedies continue to occur in other parts of the world. As many sports become ever more commercially driven, it is timely to remind ground management and its advisors of the danger of complacency and the need for continued vigilance”.

This extract is particularly pertinent following the recent Hillsborough disaster inquest verdict.

This report therefore demonstrates how the requirements placed on Manchester United Football Club Safety Management by the General Safety Certificate issued for the 2016 – 2017 season have been fully adhered to and the SMT continually strive for greater safety improvement and effective safety management towards the average 2.3 million spectators attending events at Old Trafford each season.

The data contained with the appendices highlights the results of robust, clear and resilient policies and procedures, which have been applied by competent safety personnel operating at the stadium. These staff have been ably supported by a variety of other relevant agencies throughout last season. The statistics contained within the report clearly show that these factors have all combined over 2016 – 2017 to ensure a highly successful operation and safe season.

There have been several high risk and testing matches and events hosted at Old Trafford stadium in the 2016-17 season. Through intensive planning, multi-agency cooperation, strategic deployments & tactical thinking, these matches plus the remaining other events, witnessed some excellent operational safety and security results.

Manchester United would like to take this opportunity to thank its partners who must share in these results, for their valuable assistance, guidance and support given throughout the 2016–17 season namely the Greater Manchester Police, Greater Manchester Fire & Rescue Service, North West Ambulance Service, St. John Ambulance Service and of course Officers of the Trafford Metropolitan Borough Council and its Safety Advisory Group..

MUFC now look to towards the 2017/18 season with renewed vigour and enthusiasm into all aspects of their safety and security responsibilities.

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APPENDIX 'A'

STADIUM SEATING CAPACITY

Stand	Standard Seating	Executive Seating	Totals
<u>North</u>			
Tier 1 Lower	5,081	-	
Tier 1 Upper	7,244	1,514	
Tier 2	5,902	1,148	
NE Tier 2	2,335	1,513	
Wheelchair Spaces	16 (8 + 8 Helpers)	-	
NW Tier 2	2,266	1,560	
Wheelchair Spaces	16 (8 + 8 Helpers)	-	
Tier 3	4,084	-	
Executive Boxes	-	720	
<i>Totals</i>	<i>26,963</i>	<i>6,455</i>	<i>33,407</i>

<u>South</u>			
Tier 1 Lower	1,995	-	
Tier 1 Upper	5,631	1,552	
Directors Box	-	220	
Press Area (incl. TV Studio)	-	150	
Executive Boxes (incl. Window Tables)	-	154	
<i>Totals</i>	<i>7,626</i>	<i>2,046</i>	<i>9,664</i>

<u>East</u>			
Tier 1 Lower	1,887	-	
Tier 1 Upper	7,039	-	
Tier 2	6,456	-	
Disabled Platform	208 (104 + 104 Helpers)	-	
Executive Boxes	-	278	
<i>Totals</i>	<i>15,590</i>	<i>278</i>	<i>15,868</i>

<u>West</u>			
Tier 1 Lower	2,939	-	
Tier 1 Upper	2,360	862	
Family Stand	3,929	-	
Tier 2	6,456	-	
Executive Boxes	-	149	
<i>Totals</i>	<i>15,684</i>	<i>1,011</i>	<i>16,695</i>

<i>Sub Totals</i>	<i>65,863</i>	<i>9,790</i>	<i>75,653</i>
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<i>Total Stadium Capacity Season 2016/2017:</i>	<i>75,653</i>
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APPENDIX 'B'

SAFETY PERSONNEL STAFFING FIGURES

Safety Section	Description	16/17	15/16	14/15	13/14	12/13
Head Steward		001	001			
General Stewards	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Referee Liaison Officer	001	001	001	001	001
	Training Liaison Officer	000	000	000	000	001
	Supervisors	027	027	027	027	027
	General Stewards	265	265	265	265	265
		297	297	296	296	297
Safety Steward	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Supervisors	027	027	027	027	027
	Safety Stewards	260	260	260	260	260
			290	290	290	290
Fire Stewards	Head Steward	001	001	001	001	001
	Deputy Head Steward	001	001	001	001	001
	Fire Safety Stewards	008	008	008	008	008
			010	010	010	010
Security <small>(**Number varies according to match category therefore lowest numbers used)</small>	Chief Security Officer	001	001	001	001	001
	Deputy Chief Officer	002	001	001	001	001
	Supervisors	025	025	025	025	025
	Security Officers	587	473	379	379	379
			**615	**500	**406	**406
Gate Stewards	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Supervisors	012	012	012	012	012
	Gate Stewards	177	177	177	177	177
			192	192	192	192
Car Park Stewards	Car Park Manager	001	001	001	001	001
	Car Park Supervisors	004	004	004	004	004
	Car Park Stewards	050	056	056	056	056
			055	061	061	061
Medical Personnel	Crowd Doctors	007	007	007	007	007
	Registered Nurses	005	005	005	005	005
	Stretcher Team	006	006	006	006	006
	North West Ambulance	022	022	022	022	022
	St. John Ambulance	040	040	040	040	040
			080	080	080	080
Stadium Control Room		007	006	005	005	005
Total Match Day Safety Personnel		1546	**1,436	**1,340	**1,340	**1,340

Appendix C - Arrest & Ejections (inc. Visitors Attendance)

Code	Name	Event Type	Match Category	Visitor Attendance	Visitor Minibuses	Visitor Coaches	Arrests			Ejections			Refused Entry		
							Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2016-08-03-WRT	Wayne Rooney Testimonial	OTHER	A	1,937	1	2	0	0	0	0	0	0	1	0	0
2016-08-19-SOU	MUFC v Southampton	PREMIER	A	2,330	0	29	0	0	0	6	0	0	0	0	0
2016-09-10-MCFC	Manchester City FC	PREMIER	C	3,037	15	8	3	0	1	3	7	0	6	2	0
2016-09-19-DFC	Derby County FC	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-09-24-LEI	Leicester City FC	PREMIER	A	2,975	0	17	1	0	0	0	2	0	0	0	0
2016-09-29-ZOR	FC Zorya Luhansk	UEFA EU LG	A	48	0	0	0	0	0	0	0	0	0	0	0
2016-10-02-STO	Stoke City FC	PREMIER	B	1,831	0	21	0	0	0	4	4	0	0	3	0
2016-10-08-RUG	Rugby Grand Final	RUGBY	C	0	1	136	0	0	3	0	0	20	0	0	2
2016-10-20-FFC	Fenerbahce SK	UEFA EU LG	B	2,792	1	5	2	1	0	1	2	0	5	1	0
2016-10-26-MCFC	Manchester City FC	ENGLISH LG	PF	7,728	7	22	1	4	1	10	9	0	4	3	0
2016-10-29-BFC	Burnley FC	PREMIER	A	3064	2	15	0	0	0	10	8	0	1	0	0
2016-11-19-AFC	Arsenal FC	PREMIER	A	2,989	2	6	1	1	0	3	3	0	1	0	0
2016-11-24-FFC	Feyenoord FC	UEFA EU LG	C-IR	3,210	0	6	1	0	1	1	25	0	2	288	0
2016-11-27-WHU	West Ham United	PREMIER	B	2,714	0	5	0	1	0	0	2	0	0	2	0
2016-11-30-WHU	West Ham United	ENGLISH LG	C	3,497	1	8	1	1	0	5	0	0	1	3	0
2016-12-11-TOT	Tottenham Hotspur F.C	PREMIER	A	2,836	1	2	1	1	0	6	3	0	1	2	0
2016-12-12-SFC	Southampton FC	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-12-26-SUN	Sunderland FC	PREMIER	A	2,946	10	19	2	0	0	2	0	0	3	4	0
2016-12-31-MFC	Middlesbrough FC	PREMIER	B	3,038	5	19	0	1	0	9	7	0	1	1	0
2017-01-07-RFC	Reading FC	FA CUP	A	5,209	0	10	0	0	0	0	1	0	0	0	0
2017-01-10-HCFC	Hull City FC	ENGLISH LG	A	1,476	0	11	0	0	0	5	0	0	4	1	0
2017-01-15-LFC	Liverpool FC	PREMIER	C	3,031	13	20	2	1	1	10	16	0	7	16	0
2017-01-29-WFC	Wigan Athletic FC	FA CUP	A	3,039	1	5	0	2	0	6	6	0	5	3	0
2017-02-01-HCFC	Hull City FC	PREMIER	A	806	0	4	0	0	0	13	1	0	2	0	0
2017-02-11-WFC	Watford FC	PREMIER	A	2,977	0	14	0	0	1	8	2	0	5	2	0
2017-02-16-ASSE	AS St. Etienne	UEFA EU LG	C	3,331	0	24	0	0	1	7	6	0	1	80	0
2017-03-04-BOU	AFC Bournemouth	PREMIER	A	2,356	0	5	0	0	0	5	0	0	1	0	0
2017-03-13-SFC	Southampton FC - U23's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2017-03-16-FCR	FC Rostov	UEFA EU LG	A	180	0	0	0	0	0	8	0	0	4	0	0
2017-04-01-WBA	West Bromwich Albion	PREMIER	A	1,852	1	13	1	1	0	2	1	0	1	3	0
2017-04-04-EFC	Everton FC	PREMIER	B	3,025	4	19	1	0	0	2	4	0	1	1	0
2017-04-16-CFC	Chelsea FC	PREMIER	B	2,932	1	5	2	1	0	11	7	0	8	1	0
2017-04-20-AFC	Anderlecht FC	UEFA EU LG	C	2,881	0	40	1	0	0	3	21	0	3	14	0
2017-04-30-SWA	Swansea City AFC	PREMIER	A	2,366	0	5	0	0	0	7	1	0	3	0	0
2017-05-11-RCC	RC Celta Vigo	UEFA EU LG	B	2,500	0	18	4	0	0	2	3	0	6	11	0
2017-05-15-TFC	Tottenham Hotspur U23's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2017-05-21-CPFC	Crystal Palace FC	PREMIER	B	2,354	1	6	0	0	0	0	1	0	1	0	0
2017-06-04-MCT	Michael Carrick Testimonial	OTHER	A	0	0	0	0	0	0	0	0	2	0	0	0
Totals				87,287	67	519	24	15	9	149	142	22	78	441	2
							48			313			521		

Appendix D - Persistent Standing & Smoking Arrest & Ejections

Code	Name	Event Type	Match Category	Disorder - Standing						Disorder - Smoking					
				Arrests			Ejections			Arrests			Ejections		
				Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2016-08-03-WRT	Wayne Rooney Testimonial	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-08-19-SOU	MUFC v Southampton	PREMIER	A	0	0	0	1	0	0	0	0	0	0	0	0
2016-09-10-MCFC	Manchester City FC	PREMIER	C	0	0	0	0	0	0	0	0	0	0	4	0
2016-09-19-DFC	Derby County FC	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-09-24-LEI	Leicester City FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	2	0
2016-09-29-ZOR	FC Zorya Luhansk	UEFA EU LG	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-10-02-STO	Stoke City FC	PREMIER	B	0	0	0	0	0	0	0	0	0	2	3	0
2016-10-08-RUG	Rugby Grand Final	RUGBY	C	0	0	0	0	0	0	0	0	0	0	0	0
2016-10-20-FFC	Fenerbahce SK	UEFA EU LG	B	0	0	0	0	0	0	0	0	0	0	2	0
2016-10-26-MCFC	Manchester City FC	ENGLISH LG	PF	0	0	0	1	0	0	0	0	0	1	1	0
2016-10-29-BFC	Burnley FC	PREMIER	A	0	0	0	0	0	0	0	0	0	2	8	0
2016-11-19-AFC	Arsenal FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	1	0
2016-11-24-FFC	Feyenoord FC	UEFA EU LG	C-IR	0	0	0	0	0	0	0	0	0	0	0	0
2016-11-27-WHU	West Ham United	PREMIER	B	0	0	0	0	0	0	0	0	0	0	0	0
2016-11-30-WHU	West Ham United	ENGLISH LG	C	0	0	0	0	0	0	0	0	0	0	0	0
2016-12-11-TOT	Tottenham Hotspur F.C	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-12-12-SFC	Southampton FC	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-12-26-SUN	Sunderland FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-12-31-MFC	Middlesbrough FC	PREMIER	B	0	0	0	1	0	0	0	0	0	0	2	0
2017-01-07-RFC	Reading FC	FA CUP	A	0	0	0	0	1	0	0	0	0	0	0	0
2017-01-10-HCFC	Hull City FC	ENGLISH LG	A	0	0	0	0	0	0	0	0	0	1	0	0
2017-01-15-LFC	Liverpool FC	PREMIER	C	0	0	0	3	0	0	0	0	0	1	0	0
2017-01-29-WFC	Wigan Athletic FC	FA CUP	A	0	0	0	1	0	0	0	0	0	0	0	0
2017-02-01-HCFC	Hull City FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-02-11-WFC	Watford FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-02-16-ASSE	AS St. Etienne	UEFA EU LG	C	0	0	0	0	0	0	0	0	0	0	0	0
2017-03-04-BOU	AFC Bournemouth	PREMIER	A	0	0	0	0	0	0	0	0	0	1	0	0
2017-03-13-SFC	Southampton FC - U23's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2017-03-16-FCR	FC Rostov	UEFA EU LG	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-04-01-WBA	West Bromwich Albion	PREMIER	A	0	0	0	1	0	0	0	0	0	1	0	0
2017-04-04-EFC	Everton FC	PREMIER	B	0	0	0	0	0	0	0	0	0	1	4	0
2017-04-16-CFC	Chelsea FC	PREMIER	B	0	0	0	1	0	0	0	0	0	0	1	0
2017-04-20-AFC	Anderlecht FC	UEFA EU LG	C	0	0	0	0	0	0	0	0	0	0	1	0
2017-04-30-SWA	Swansea City AFC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-05-11-RCC	RC Celta Vigo	UEFA EU LG	B	0	0	0	1	0	0	0	0	0	1	2	0
2017-05-15-TFC	Tottenham Hotspur U23's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2017-05-21-CPFC	Crystal Palace FC	PREMIER	B	0	0	0	0	0	0	0	0	0	0	0	0
2017-06-04-MCT	Michael Carrick Testimonial	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
Totals				0	0	0	10	1	0	0	0	0	11	31	0
				0			11			0			42		

Appendix E - Spectator's Treated by Medical Staff

Code	Name	Event Type	Match Category	No. Staff treated	No. Persons Treated	No. Persons Hospitalised	No. Children 8yrs & under
2016-08-03-WRT	Wayne Rooney Testimonial	OTHER	A	1	14	1	2
2016-08-19-SOU	MUFC v Southampton	PREMIER	A	4	22	0	2
2016-09-10-MCFC	Manchester City FC	PREMIER	C	1	31	2	1
2016-09-19-DFC	Derby County FC	RESERVES	PF	0	0	0	0
2016-09-24-LEI	Leicester City FC	PREMIER	A	2	21	5	0
2016-09-29-ZOR	FC Zorya Luhansk	UEFA EU LG	A	2	10	0	0
2016-10-02-STO	Stoke City FC	PREMIER	B	2	16	1	0
2016-10-08-RUG	Rugby Grand Final	RUGBY	C	9	30	4	0
2016-10-20-FFC	Fenerbahce SK	UEFA EU LG	B	0	7	1	0
2016-10-26-MCFC	Manchester City FC	ENGLISH LG	PF	6	26	2	0
2016-10-29-BFC	Burnley FC	PREMIER	A	2	10	3	0
2016-11-19-AFC	Arsenal FC	PREMIER	A	4	13	0	0
2016-11-24-FFC	Feyenoord FC	UEFA EU LG	C-IR	1	11	0	0
2016-11-27-WHU	West Ham United	PREMIER	B	2	10	0	0
2016-11-30-WHU	West Ham United	ENGLISH LG	C	4	13	0	0
2016-12-11-TOT	Tottenham Hotspur F.C	PREMIER	A	3	13	1	0
2016-12-12-SFC	Southampton FC	YOUTH	PF	0	1	0	0
2016-12-26-SUN	Sunderland FC	PREMIER	A	2	9	0	0
2016-12-31-MFC	Middlesbrough FC	PREMIER	B	3	15	2	3
2017-01-07-RFC	Reading FC	FA CUP	A	4	13	3	1
2017-01-10-HCFC	Hull City FC	ENGLISH LG	A	0	13	1	0
2017-01-15-LFC	Liverpool FC	PREMIER	C	4	13	0	0
2017-01-29-WFC	Wigan Athletic FC	FA CUP	A	4	19	4	0
2017-02-01-HCFC	Hull City FC	PREMIER	A	1	11	0	0
2017-02-11-WFC	Watford FC	PREMIER	A	1	12	0	0
2017-02-16-ASSE	AS St. Etienne	UEFA EU LG	C	2	11	0	1
2017-03-04-BOU	AFC Bournemouth	PREMIER	A	3	12	1	0
2017-03-13-SFC	Southampton FC - U23's	YOUTH	PF	0	0	0	0
2017-03-16-FCR	FC Rostov	UEFA EU LG	A	3	12	1	1
2017-04-01-WBA	West Bromwich Albion	PREMIER	A	3	12	1	0
2017-04-04-EFC	Everton FC	PREMIER	B	4	14	0	0
2017-04-16-CFC	Chelsea FC	PREMIER	B	1	15	3	0
2017-04-20-AFC	Anderlecht FC	UEFA EU LG	C	8	17	2	0
2017-04-30-SWA	Swansea City AFC	PREMIER	A	2	9	1	2
2017-05-11-RCC	RC Celta Vigo	UEFA EU LG	B	1	19	0	0
2017-05-15-TFC	Tottenham Hotspur U23's	YOUTH	PF	0	0	0	0
2017-05-21-CPFC	Crystal Palace FC	PREMIER	B	3	15	0	2
2017-06-04-MCT	Michael Carrick Testimonial	OTHER	A	4	22	4	2
Totals				96	511	43	17

Appendix F - Fire Detection and Alarm Activations

Code	Name	Event Type	Match Category	No. of Activations	Alarm Activation Type	Cause of Activation
2016-08-03-WRT	Wayne Rooney Testimonial	OTHER	A	0		
2016-08-19-SOU	MUFC v Southampton	PREMIER	A	0		
2016-09-10-MCFC	Manchester City FC	PREMIER	C	3	2 x Alarm Activation Alarm Activation	2 x Unknown Cause Cooking Fumes
2016-09-19-DFC	Derby County FC	RESERVES	PF	0		
2016-09-24-LEI	Leicester City FC	PREMIER	A	4	Alarm Activation 2 x Alarm Activation Alarm Activation	Steam from Kettle 2 x Cooking Fumes Unknown Cause
2016-09-29-ZOR	FC Zorya Luhansk	UEFA EU LG	A	1	Alarm Activation	Unknown Cause
2016-10-02-STO	Stoke City FC	PREMIER	B	0		
2016-10-08-RUG	Rugby Grand Final	RUGBY	C	1	Alarm Activation	Flare Ignited
2016-10-20-FFC	Fenerbahce SK	UEFA EU LG	B	0		
2016-10-26-MCFC	Manchester City FC	ENGLISH LG	PF	3	Alarm Activation Alarm Activation Fire Pre-Alarm	Smoke Bomb Ignited From Smoke Bomb From Smoke Bomb
2016-10-29-BFC	Burnley FC	PREMIER	A	4	Alarm Activation Alarm Activation Alarm Activation Fire Pre-Alarm	Faulty Head - Ticket Office Unknown Cause Faulty Head - Ticket Office Faulty Head - Ticket Office
2016-11-19-AFC	Arsenal FC	PREMIER	A	1	Fire Pre-Alarm	Cooking Fumes
2016-11-24-FFC	Feyenoord FC	UEFA EU LG	C-IR	0		
2016-11-27-WHU	West Ham United	PREMIER	B	0		
2016-11-30-WHU	West Ham United	ENGLISH LG	C	0		
2016-12-11-TOT	Tottenham Hotspur F.C	PREMIER	A	0		
2016-12-12-SFC	Southampton FC	YOUTH	PF	0		
2016-12-26-SUN	Sunderland FC	PREMIER	A	1	Fire Pre-Alarm	Faulty Head
2016-12-31-MFC	Middlesbrough FC	PREMIER	B	0		
2017-01-07-RFC	Reading FC	FA CUP	A	0		
2017-01-10-HCFC	Hull City FC	ENGLISH LG	A	2	Fire Pre-Alarm Alarm Activation	Unknown Cause Unknown Cause
2017-01-15-LFC	Liverpool FC	PREMIER	C	4	Fire Pre-Alarm Alarm Activation Alarm Activation Fire Pre-Alarm	
2017-01-29-WFC	Wigan Athletic FC	FA CUP	A	2	2 x Fire Pre-Alarm	2 x Unknown Cause
2017-02-01-HCFC	Hull City FC	PREMIER	A	1	Alarm Activation	Cooking Fumes
2017-02-11-WFC	Watford FC	PREMIER	A	0		
2017-02-16-ASSE	AS St. Etienne	UEFA EU LG	C	2	2 x Alarm Activation	2 x Unknown Cause
2017-03-04-BOU	AFC Bournemouth	PREMIER	A	0		
2017-03-13-SFC	Southampton FC - U23's	YOUTH	PF	0		
2017-03-16-FCR	FC Rostov	UEFA EU LG	A	0		
2017-04-01-WBA	West Bromwich Albion	PREMIER	A	0		
2017-04-04-EFC	Everton FC	PREMIER	B	0		
2017-04-16-CFC	Chelsea FC	PREMIER	B	0		
2017-04-20-AFC	Anderlecht FC	UEFA EU LG	C	0		
2017-04-30-SWA	Swansea City AFC	PREMIER	A	0		
2017-05-11-RCC	RC Celta Vigo	UEFA EU LG	B	1	Fire	Burning Vehicle outside the ground
2017-05-15-TFC	Tottenham Hotspur U23's	YOUTH	PF	0		
2017-05-21-CPFC	Crystal Palace FC	PREMIER	B	0		
2017-06-04-MCT	Michael Carrick Testimonial	OTHER	A	0		
Totals				30		

Appendix G – Match Day Attendance

Code	Name	Event Type	Match Category	Planned Kick Off	Visitor Attendance	Total Attendance
2016-08-03-WRT	Wayne Rooney Testimonial	OTHER	A	20:00	1,937	58,603
2016-08-19-SOU	MUFC v Southampton	PREMIER	A	20:00	2,330	75,326
2016-09-10-MCFC	Manchester City FC	PREMIER	C	12:30	3,037	75,272
2016-09-19-DFC	Derby County FC	RESERVES	PF	19:00	-	2,263
2016-09-24-LEI	Leicester City FC	PREMIER	A	12:30	2,975	75,256
2016-09-29-ZOR	FC Zorya Luhansk	UEFA EU LG	A	20:05	48	58,179
2016-10-02-STO	Stoke City FC	PREMIER	B	12:00	1,831	75,251
2016-10-08-RUG	Rugby Grand Final	RUGBY	C	18:00	-	67,202
2016-10-20-FFC	Fenerbahce SK	UEFA EU LG	B	20:05	2,792	73,063
2016-10-26-MCFC	Manchester City FC	ENGLISH LG	PF	20:00	7,728	74,196
2016-10-29-BFC	Burnley FC	PREMIER	A	15:00	3,064	75,325
2016-11-19-AFC	Arsenal FC	PREMIER	A	12:30	2,989	75,264
2016-11-24-FFC	Feyenoord FC	UEFA EU LG	C-IR	20:05	3,210	64,628
2016-11-27-WHU	West Ham United	PREMIER	B	16:30	2,714	75,314
2016-11-30-WHU	West Ham United	ENGLISH LG	C	20:00	3,497	65,269
2016-12-11-TOT	Tottenham Hotspur F.C	PREMIER	A	14:15	2,836	75,271
2016-12-12-SFC	Southampton FC	YOUTH	PF	19:00	-	1,943
2016-12-26-SUN	Sunderland FC	PREMIER	A	15:00	2,946	75,325
2016-12-31-MFC	Middlesbrough FC	PREMIER	B	15:00	3,038	75,314
2017-01-07-RFC	Reading FC	FA CUP	A	12:30	5,209	74,396
2017-01-10-HCFC	Hull City FC	ENGLISH LG	A	20:00	1,476	65,798
2017-01-15-LFC	Liverpool FC	PREMIER	C	16:00	3,031	75,276
2017-01-29-WFC	Wigan Athletic FC	FA CUP	A	16:00	3,039	75,229
2017-02-01-HCFC	Hull City FC	PREMIER	A	20:00	806	75,297
2017-02-11-WFC	Watford FC	PREMIER	A	15:00	2,977	75,301
2017-02-16-ASSE	AS St. Etienne	UEFA EU LG	C	20:05	3,331	67,192
2017-03-04-BOU	AFC Bournemouth	PREMIER	A	12:30	2,356	75,245
2017-03-13-SFC	Southampton FC - U23's	YOUTH	PF	19:00	-	596
2017-03-16-FCR	FC Rostov	UEFA EU LG	A	20:05	180	64,361
2017-04-01-WBA	West Bromwich Albion	PREMIER	A	15:00	1,852	75,397
2017-04-04-EFC	Everton FC	PREMIER	B	20:00	3,025	75,272
2017-04-16-CFC	Chelsea FC	PREMIER	B	16:00	2,932	75,272
2017-04-20-AFC	Anderlecht FC	UEFA EU LG	C	20:05	2,881	71,496
2017-04-30-SWA	Swansea City AFC	PREMIER	A	12:00	2,366	75,271
2017-05-11-RCC	RC Celta Vigo	UEFA EU LG	B	18:05	2,500	75,138
2017-05-15-TFC	Tottenham Hotspur U23's	YOUTH	PF	18:00	-	864
2017-05-21-CPFC	Crystal Palace FC	PREMIER	B	15:00	2,354	75,254
2017-06-04-MCT	Michael Carrick Testimonial	OTHER	A	14:30	-	69,974
Totals					87,287	2,460,893

Appendix H – Seasonal Comparison Data

Season	Stadium Capacity	Total Attendance	No. of Events	No. of Arrests	No. of Ejections	No. of Refused Entry	No. of Medical Incidents (Staff)		No. of Medical Incidents hospitalised	No. of Fire Alarm Activations
2010/2011	75,811	2,373,026	40	223	366	249	567	(103)	88	15
2011/2012	75,811	2,075,702	32	137	336	254	524	(91)	48	9
2012/2013	75,765	2,532,903	43	146	400	419	710	(141)	53	25
2013/2014	75,634	2,268,963	36	122	429	209	510	(111)	49	29
2014/2015	75,653	1,820,738	31	67	310	96	439	(83)	39	9
2015/2016	75,653	2,404,625	36	71	320	111	523	(132)	40	26
2016/2017	75,653	2,460,893	38	48	313	521	511	(96)	43	30