



Manchester United Limited

Annual Post Season Safety Report

2015-2016 Season

Contents

	<u>Page</u>
1. Purpose of Report	3
2. Executive Summary	3
3. Recommendation(s)	3
4. Specific Matters Arising	4
4.1 Safety Management	4
4.2 Security	7
4.3 Governance	8
4.4 Persistent Standing / Smoking	10
4.5 Medical Team	10
4.6 Police	12
4.7 Children, Young & Vulnerable Persons	13
4.8 Specific Match Day Issues	14
4.9 Charter Complaints	16
4.10 Projects	16
5. List of Appendices	17
6. Conclusions	17
Appendix A: Stadium Seating Capacity	19
Appendix B: Safety Personnel Staffing Figures	20
Appendix C: Arrest & Ejections (inc. Visitors Attendance)	21
Appendix D: Persistent Standing and Smoking Arrests and Ejections	22
Appendix E: Spectators Treated by Medical Staff	23
Appendix F: Fire Detection and Alarm System Activations	24
Appendix G: Match Day Attendance	25
Appendix H: Seasonal Comparison Data	26

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 2015 – 2016 season and is submitted in support of the General Safety Certificate (GSC) application for the 2016 – 2017 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 2015 – 2016 season, in accordance with Section 1.3.1 of the MUFC Safety Manual.

2. EXECUTIVE SUMMARY

The period under review runs from 8th August 2015 until 5th June 2016. These dates relate directly to the 2015 – 2016 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 36 events/matches hosted with a spectator attendance in excess of 2.4 million. The events/matches have consisted of 20 x Premiership, 2 x FA Cup, 2 x Capital One Cup, 4 x UEFA Champions League, 2 x UEFA Europa League, 1 x Rugby League Grand Final, 3 x U21's League, 1 x Unicef David Beckham event, and the Soccer Aid Charity match.

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 2015– 2016 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 2016 – 2017 season.

4. SPECIFIC MATTERS ARISING

4.1 Safety Management:

Phil Rainford remains the Head of Stadium Safety and Security supported by his deputy Jon Hornby in his first full season as a fully qualified Safety Officer. Throughout the season the Safety Management Team (SMT) has continued to develop and have demonstrated their capabilities as an effective and efficient team.

In April 2016 an additional Deputy, Gary Simpson was recruited and is working towards completed his NVQ Level 4 qualification as required by the Green Guide (Fifth Edition). SMT safety and security policies and procedures were continually reviewed and renewed throughout the season to ensure the highest standards of safety management.

In addition to the continual assessment and evaluation of all existing practices there has also been an in-depth ongoing review of the MUFC Safety Manual with the objective of looking for any improvements in relation to greater safety, efficiency & effectiveness in all spheres of their safety management responsibilities.

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.

This was the fifth consecutive season where MUFC were able to observe the benefits or alternatively any concerning issues surrounding the partial pedestrianisation of Sir Matt Busby Way (SMBW). Anecdotal evidence and car park staff observations have now shown that the initial challenges in relation to traffic flow have considerably settled down to manageable levels. However, it should be noted that associated measures and protocols fully supported by TMBC and its traffic management plans, have subsequently ensured improved pedestrian and traffic safety on both match and non-match days within this area.

TMBC fully 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. These operations are now well established and the traffic management plans have worked well and seamlessly since taking over from the GMP operations, whilst continuing to target and limit traffic congestion. This season saw the TMBC traffic management plan being implemented by Amberon who have performed the role without issue following a seamless transition.

During the 2015-16 season MUFC have extended the scope of its car park operations and the car parks are now staffed fully during the operating hours of 0700-1900. This increase in scale ensures that the car parks are constantly monitored with regard to visitors safety and security. In addition MUFC have recruited a new car park manager who was appointed in March 2016. This manager now manages the thirteen official car parks accommodating a total of 5175 vehicle spaces, also incorporating disabled parking facilities. Most of these disabled supporters are accommodated in dedicated spaces close to the stadium but not necessarily blue badge spaces. 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. Now established in post the new manager will be reviewing and

improving the ongoing car park operation to ensure continual development in managing the large scale car park logistics.

The SMT continue to innovate in the use of its match day computerised recording systems. The Aware Manager system is now well established 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 use of the Aware manager mobile applications throughout the 2015-16 season ensured that all actions were completed dynamically and ensured that the record of events was captured in real time. In addition the system was modified to provide an 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 Risk Steering Group (RSG) continues to 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.

The SMT continue to use match day stadium control room loggists. These Log Officers have been provided with specialist training around the capture of the decision making processes and they ensure that the rationale for all decisions during an event are recorded in an auditable format. Further developments in control room protocols also saw the introduction of social media monitoring 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 season also saw the introduction of an autograph pen. This crowd barriered pen enables supporters to wait in a controlled area away from the players exit and enables improved crowd flow away from the stadium. Once clear the supporters are searched and allowed to gather in a safe and controlled manner to await the players leaving. This initiative has proved a huge success and will continue through the next season.

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 facilitated wholly in conjunction with our now established training provider – Controlled Solution 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, has witnessed a far more efficient and effective level of training, 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 recruitment process of stewards has been reviewed and improved to ensure that recruitment is centered on lower candidate numbers in greater frequencies. This has shown an increase in quality of applicants and the ability to spread NVQ assessments throughout the season on a greater variety of events. 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 Certificate. The steward training package has been continually improved during the 2015-16 season to include additional packages on counter terrorism and disability awareness training to all stewards.

Extensive hardware & software work continues to be undertaken with the Ski data 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. This work has ensured improved performance, reliability and accuracy of all systems. During the 2015-16 season the company attended MUFC and has worked with the club to further develop the Ski data system to improve information available to the SMT during an event.

During the 2015-16 season the SMT commissioned two safety and security policy and procedures 'table top' exercises to test the club and multi-agency response to a terrorist attack on the stadium . One took place in November 2015 (Pre Paris Attack) and the second took place in May 2016 (Post Paris). Both exercises were designed and developed to test procedures put into place by the SMT. Both exercises were attended by key figures from our partner agencies and the MUFC Strategic Direction Team.

In addition to the 'table top' exercises the SMT have also conducted the first large scale stadium evacuation of its kind in the UK following a terror security alert at the Bournemouth match on the 15th of May 2016. This evacuation was carried out using the guidelines contained within the Stadium Safety Manual and was unique in the fact that it was initially a partial stadium evacuation with 40,000 supporters already in the stadium and a further 20,000 still attempting to enter prior to kick off. The evacuation demonstrated the effective policies, procedures and working practices of the SMT with the stadium safely evacuated and the security threat brought to a safe conclusion. In addition to the live evacuation the SMT continue to test the non-match day evacuation plan during 2015-16 with scenario testing held during 'silent evacuations' exercises that tested the building and safety systems.

The evacuation also demonstrated the resilience in SMT planning protocols as following the match being abandoned it was able to be rescheduled less than 48 hours later. Due to efficient and effective processes the SMT were able to ensure the usual high class safety operation was in place for the rearranged fixture.

The annual ground inspection tests have again been carried out by 'Capita Symonds Structures' in the close season, in order to ensure full compliance with the requirements of the 'Green Guide'. The resultant report and documents proved satisfactory and will be passed in due course 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 and provided for by '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 (Riyaz Patel), 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. The 24/7 security of the stadium was reviewed during 2015-16 and in light of increased terrorism threats the security deployments were increased to ensure that there was a security presence outside all public entrances with their own distinct security role.

Similarly, the match day security operations are consistently 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. This response is appropriately graded in accordance with both police match categories and prevailing intelligence reports. In turn, these match specific security arrangements adequately complement the safety requirements surrounding the entire event.

The current 'National Terrorist Threat Level' was increased in August 2014 to 'Severe' which is the second highest level of threat (a terrorist attack is highly likely). On the 13th of November 2015 the Terrorist attacks in Paris signified a change in methodology and highlighted the vulnerability of stadia as crowded places. The David Beckham Unicef match was held at Old Trafford 12 hours after the Paris attacks. As a result of the terror attacks in Paris the existing stadium security plan was reviewed and modified to target harden against the new and emerging threat. Outer security perimeters were established and a new security regime was introduced which ensured that 100% of supporters and staff entering the stadium are subjected to a search of their person and bags. This was the first 100% search policy at any football ground in the UK and these security protocols will continue throughout the 2016-17 season.

An ongoing review of the security operation has been continuing with a GMP Counter Terrorism Security Advisor (CTSA) who has provided a full ongoing counter terrorist assessment with associated recommendations and assessed and noted the additional measures put into place by MUFC following the Paris attacks. These measures have been far reaching and include anti-shatter film being placed on all external glazing throughout the stadium. There has also been further project work and improvements to perimeter bollards, accreditation, search regimes, waste management and protected spaces. The CTSA's reviews have been extremely complementary of the measures that had been introduced by MUFC and the associated scoring on the Matrix resulted in the highest score and improvement for any venue in the North West. The SMT has also developed a bespoke online counter terrorist awareness course which has been completed by all MUFC staff during the 2015-16 season. This course which has been ratified by the CTSA and now acts as an annual security awareness refresher to all staff to ensure that their knowledge and awareness of the current threats posed by terrorism assists them in remaining vigilant in relation to matters of safety and security.

Throughout 2015-16 the SMT retained the services of a company who provided specially trained dogs to prevent and detect pyrotechnic devices. By development of the services provided by this company MUFC developed a pre match explosives search capability and

an explosive detection dog on standby at the stadium during events. This is in addition to a very effective 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 & 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, for both full time and casual staff, introduced five years ago, has undoubtedly contributed to a tighter security regime. These security accreditation systems also encompass 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 authorised entry and 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, clandestine smoking within the stadium, persistent standing, drunkenness and 'drinking in view of the pitch' offences. Resultant infringements have resulted in supporter refusals, ejections or even arrests, although the work has undoubtedly contributed to the reduction of such incidences and overall improved safety and security. In addition to the CES operations MUFC has worked closely with GMP in the development and implementation of a Ticket Touting Operation which has run throughout 2015-16. This operation has had positive results in identifying and detaining ticket touts whose actions affect the control measures in place around ticket allocations and distribution. The results of this operation will be publicised following the outstanding court cases to act as a deterrent to such activity.

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 skillfully detect, identify and react to any ongoing safety or security issues. The existing CCTV system is undergoing continual improvement work. Accordingly, there have been staged improvements over the season with the significant development and imminent introduction CCTV cameras within suites.

4.3 Governance:

The SMT continue to successfully de-brief an event 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 is 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 2015 – 2016 season. They attended Old Trafford for the Aston Villa fixture in April 2016 in a regulatory and auditing capacity, and again the SMT see this as valuable support and assistance in their role. The SMT and SAG have agreed that MUFC Fans Forum representation would also be considered if it was felt that the subject matter was relevant to the forum. This continued development of ongoing relationships will only further increase our excellent partnership working. All aspects of safety management emanating from the fans forum is subsequently passed onto the SMT for review and resolution. TMBC is duly informed of any relevant issues where appropriate and necessary.

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. Geoff Galilee (Local SGSA Inspector) attended the Arsenal high profile fixture in February 2016, and the rearranged Bournemouth match in 2016 on formal inspection visits, when he actively operated around the stadium to evaluate and review the MUFC safety procedures in place and the stewarding operation managing these policies. As per previous occasions the SGSA has been very complimentary within their reported conclusions.

MUFC have also hosted inspection visits from members of the Football Association's 'Football Governance & Regulation Division'. Once again these have mainly been during high profile matches and their final reports have also been very supportive and complimentary.

An Inspector (Graham White) was present at the MUFC v Manchester City derby match in October 2015. The final conclusions to his extensive report stated:-
"Once again an excellent operation by stewards and police at this high risk fixture with the largest crowd in the UK."

A Football Association Inspector (Ted Greenwell) and Amanda Jacks from the Football Supporters Federation were present during the MUFC v Liverpool Europa League match played in March 2016. The conclusions to his extensive report stated:-
" I believe the Safety Officers at both football clubs clearly demonstrated how much they care about the Safety and Security of all attending their respective Stadiums. It was obvious – having seen both Match-day Operations – their 'working together' was first class"

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. For the 2015-16 season MUFC have secured third place in the Premier League ratings as a result of last season's reports.

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 2015-2016 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 increase in ejections for this type of offence, especially in away areas during the last season. Although the figure was higher than the previous season it is still comparatively low when the additional fixtures are taken into consideration. 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. This then assists the stewards and security in proactively patrolling target areas either in a preventative or enforcement role. It is worthy of note that these 'smoking debris occurrence reports' have also significantly reduced in size as the season has progressed. This is a positive indicator that this 'no smoking targeting policy' is having the desired effect and the SMT will continue to robustly police these issues.

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 behavior. A newly developed sanction matrix developed in conjunction with MUFC Ticket and Marketing department ensure continuity in the level of sanction administered. 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.

The 2015-16 season saw a full review of the existing MUFC medical plan. As a result MUFC has now developed a new 5 year medical plan which will ensure that the medical provision provided by MUFC remains fit for the future. To test the new medical plan MUFC held a full scale medical exercise (Operation Medex) in September 2015. This exercise tested the multi-agency response to a large scale medical emergency in the stadium. The exercise and subsequent learning has helped to ensure that the medical plan is resilient and has been practically tested.

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. It is interesting to note that in last season's 36 events, involving just over 2.4 million spectators, that pro rata the statistics shows a very slight increase in 'persons treated' when compared with associated averages in recent years. However, the 'persons hospitalised' data has reduced pro rata during the 2015-16 season. One of the medical team's objectives was 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. This high standard of medical provision was evidenced in November 2015 at the West Brom fixture when a male was found in a toilet cubicle who had suffered a heart attack. Due to the immediate and professional medical attention he received at the scene he survived and made a full recovery. The diverse nature of medical expertise was further evidence in June 2016 at the Soccer Aid event when a female went into labour in the seating area and had to be stabilised before being transported to hospital.

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. To further enhance the experience of disabled supporters MUFC has introduced a 'Changing Spaces' facility during the 2015-16 season which enables supporters and carers to use the facilities on offer with dignity and respect.

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.

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.

This is the third season following the centralisation of the GMP football liaison officers who now work in the Force's headquarters under the departmental title 'Force Events Section' (FES). This organisational change has not affected either the unique relationship with GMP, the quality of service provided by the officers associated with the MUFC operation or the effectiveness of the joint SMT / GMP match day operational delivery.

Prior to the start of the 2015 – 2016 season, the SMT met with the police to evaluate 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 3 x 'Police Free' events (Youth & Reserve fixtures), 18 x Category 'A' events, 10 x Category 'B' events, 4 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. An agreement is always based on spectator safety and security, whenever it was necessary to negotiate any changes to kick off times & dates. This was evidenced in March 2016 for the Europa fixture against Liverpool. A combined approach to UEFA by MUFC, GMP, NWSA and TMBC resulted in UEFA agreeing to change the kick off time from 6.00pm to 8.05pm on safety grounds.

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 are full members of the NFSOA.

Due to the continued but decreasing presence of pyrotechnic usage on the terraces, usually associated with the away supporters, MUFC continue to target initiatives to counter such illegal usage to ensure the safety of all supporters. Some of these initiatives have included the regular usage of pyrotechnic detection dogs, warning signs, posters and public address messages advising of the dangers and consequences of pyrotechnic usage. MUFC have also trialed the usage of special HD CCTV camera systems to help pinpoint the offenders responsible for any pyrotechnic activations and the initialisation project work is ongoing to ensure our opportunities for evidence capture are maximised. As a result, the incidences of such usage have remained at a very low level last season (activations at only three fixtures), when compared to other stadia. Such measures will continue until the prevalence of pyrotechnics in sports stadia has been completely eradicated.

MUFC have a zero tolerance to racist, sexist, homophobic or discriminatory behavior 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 embrace the 'Kick It Out' campaigns held on match days. MUFC have also developed an initiative entitled, 'Help your club tackle discriminatory or offensive behavior'. 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 racist, sexist, discriminatory or inappropriate behavior, 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. Throughout the 2015-16 season the SMT have worked closely with 'Women in Football' and in addition have worked with all areas of the club to enable MUFC to be awarded the Premier League Equality Standard at an intermediate level.

It should be highlighted that there has been some quite unique and testing events held at Old Trafford last season, all of which needed extensive joint (MUFC / GMP) planning, effective coordination of resources and associated tactics to ensure that the potential for public disorder at such high risk events were minimised or even negated. Some of these included the RFL Grand Final, two FA Cup matches associated with both Sheffield United and West Ham United with the associated increased attendances of 8,397 and 8,458 fans (respectively) to each fixture and the usual issues surrounding the Premier League visits of both Manchester City and Liverpool. Most challenging was the David Beckham event in the shadow of the Paris terror attacks and the stadium evacuation at the Bournemouth fixture. Overall, with appropriate resourcing and significant planning, these operations all went extremely well with minimal disorder being experienced and arrest / ejection levels being relatively low for such high risk fixtures.

4.7 Children, Young & Vulnerable Persons:

During 2015-16 the SMT continued to develop its match day safeguarding operation which was designed to be a wider concept than existing operations in other Premier League clubs. 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. Adults who may be vulnerable due to mental health issues, domestic abuse or drug dependency and critically staff members where specific behavior may 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. During 2015-16 several other Premier League clubs have visited fixtures to observe our safeguarding model as an example of best practice.

In line with current national policy, MUFC continue to employ the services of a full time Safeguarding Officer (SO) Jane Cooper whom the SMT continue to work closely in 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).

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 2015-16 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 behavior and sanctions imposed on any supporters who do not adhere to the high standards of supporter behavior 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' continues to work well and regularly attract letters of thanks for their skill, professionalism and understanding. The initiative of this group of disability experienced stewards, suitably identifiable, who specifically manage and steward the supporters attending matches in the Ability Section, has continued to develop extremely well and Phil Downs (Disability Liaison Officer) has commended the ongoing work and associated improvements as providing a coordinated, quality of service to the customers in that area.

2015-16 also saw the introduction of MUFC 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 season also saw the introduction of the MUFC mobility Buggy. This buggy operates a transfer service from the remote car parks for supporters with limited mobility. It performs several trips pre-match between designated stops and then performs one 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:

- A recurring and testing aspect of certain match day operations in any season is the large amount of visiting supporter coaches which need to be accommodated and

managed on the MUFC official car parks. Usual arrangements of less than 40 visitor's coaches are managed well, but any number over this volume needs careful planning and significant vehicular coordination on the day. For the RFL Grand Final in October 2015 a total of 164 coaches attended the fixture. As well as the sheer volume of coaches, the operational plans need to be able to coordinate the movement of all these visiting supporters both before and post-match by strategic deployment of police & CES resources. The SMT operation and TMBC traffic management plan, dealt well with all the scenarios with no significant issues manifesting themselves.

- The 12th of September saw the first 5.30pm kick off against Liverpool at Old Trafford. The kick off time raised concerns in relation to the potential behavior of the opposing fans. Meticulous planning and an excellent working relationship between MUFC and GMP ensured that the fixture took place without incident.
- Prior to the Sunderland fixture on the 26th of September a fatal road traffic collision took place on Europa Way. This tragic accident involved a MUFC supporter who was killed when struck by another vehicle. The resulting road closures caused significant delays whilst the emergency services dealt with the incident. Through effective joint working and an effective communications strategy supporters were made aware of the relevant road closures and the fixture took place without delay.
- The Terror attacks in Paris resulted in enhanced security measures being implemented in December 2015. The additional measures consisted of a new search policy and procedure which ensures that every person who enters the stadium either as staff or a supporter is subjected to a full person search. In addition every bag that enters the stadium is searched and then tagged. Additional security perimeters and high visibility search procedures on the entry points to the stadium footprint further ensure that the safety of supporters and staff is maintained at the highest level. These extra measures will be retained for the forthcoming 2016-17 season.
- Following the Paris terror attacks the match-day train service to the stadium Ground Halt station was suspended at the request of the SMT to assist in maintaining a safe and secure environment. Contrary to SMT advice Northern Rail reintroduced this service on the 23rd of January 2016 however the SMT remain in negotiations with Northern Rail regarding the future of this provision in light of ongoing terrorist threats.
- The 10th of March 2016 saw MUFC play Liverpool in the Europa League with an 8.05pm kick off. This was the first ever European fixture between these two traditional rivals. This fixture proved challenging due to the history between the two clubs. During the event there were several smoke grenade activations in the away section. Just before the final whistle a small group of Liverpool supporters who had infiltrated the home section in East Tier two unfurled a banner in support of their club. This led to an outbreak of disorder which was dealt with by MUFC security and GMP. This behavior further influenced the away fans who engaged in disorder by ripping out seats from the away section and throwing them towards home supporters. The disorder continued in the away coach park with Liverpool supporters clashing with police and throwing further fireworks at Police. This matter is currently under investigation by GMP.
- The security alert at the Bournemouth fixture resulted in the first UK large scale evacuation of a sports ground. The dynamic situation was complicated by the dynamics of the situation which required a partial evacuation of the stadium which contained 40,000 supporters whilst a further 20,000 supporters were still attempting to enter the ground with 20 minutes until the advertised kick off time. This hugely challenging task was completed by the SMT with the support of their partner agencies without any incidents or injury to the supporters or staff who were present. The

successful real time evacuation of the stadium in such circumstances was testimony to the operational plans in place and the skills and abilities of the staff involved.

- The SMT allocated travelling MUFC stewards to certain fixtures during the 2015-16 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 behavior by the traveling MUFC supporters. Due to this the initiative will be undertaken at all fixtures during the 2016-17 season.

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 Charter Complaints in accordance with the Manchester United Club Charter throughout the 2015 – 2016 season. The SMT meet and liaise regularly with the Charter 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 behavior or procedures involving staff or other spectators. However, a good performance indicator on how the SMT dealt with these complaints is the fact that proportionally, there are very few repeat complaints, hopefully highlighting that an adequate or satisfactory resolution had been reached.

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 Behavior’, 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 behavior 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) A full upgrade to a high resolution CCTV system is currently ongoing and should be completed during the 2016-17 season with enhanced picture quality and capabilities associated with the detection and identification of prevailing and historic safety and security issues.

- b) The Stadium Control Room is being reviewed with plans to redevelop and improve the control room accommodation and capabilities for match days.
- c) Following evaluation the existing security bollard operation around the stadium perimeter is currently being extended to prohibit vehicles gaining unauthorised access underneath the stadium. In addition to bolstering the existing security measures this will also increase the safety of pedestrian traffic on match days.

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 2015 – 2016 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 2015 – 2016 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 2015-16 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 2015– 2016 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 2016/17 season with renewed vigor 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 2015/2016:</i>	<i>75,653</i>
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APPENDIX 'B'

SAFETY PERSONNEL STAFFING FIGURES

Safety Section	Description	15/16	14/15	13/14	12/13	11/12
Head Steward		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	001	001
	Supervisors	027	027	027	027	027
	General Stewards	265	265	265	265	265
		297	296	296	297	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 (*Number varies according to match category therefore lowest numbers used)	Chief Security Officer	001	001	001	001	001
	Deputy Chief Officer	001	001	001	001	001
	Supervisors	025	025	025	025	025
	Security Officers	473	379	379	379	379
			**500	**406	**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	003
	Car Park Stewards	056	056	056	056	056
			061	061	061	060
Medical Personnel	Crowd Doctors	007	007	007	007	006
	Registered Nurses	005	005	005	005	006
	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		006	005	005	005	005
Total Match Day Safety Personnel		**1,436	**1,340	**1,340	**1,340	**1,341

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

Code	Name	Event Type	Match Category	Visitor Attendance	Visitor Minibuses	Visitor Coaches	Ejections			Arrests			Refused Entry		
							Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2015-08-08-TOT	Tottenham Hotspur	PREMIER	A	2958	1	4	6	1	0	0	0	0	3	2	0
2015-08-18-FCB	Football Club Brugge	CHAMPNS LG	B	3297	0	54	4	0	0	1	3	0	1	3	0
2015-08-22-NEW	Newcastle United	PREMIER	B	1837	0	16	5	7	0	0	1	0	2	1	0
2015-09-12-LIV	Liverpool	PREMIER	C-IR	3015	19	15	6	4	0	5	3	0	1	8	0
2015-09-23-IPS	Ipswich	CAPTL ONE	A	4786	3	24	2	1	0	1	2	0	0	0	0
2015-09-26-SUN	Sunderland	PREMIER	B	2331	2	19	9	12	0	0	0	0	2	0	0
2015-09-30-WOL	VfL Wolfsburg	CHAMPNS LG	A	788	0	4	5	3	0	2	0	0	0	0	0
2015-10-10-RUG	Rugby Grand Final:	RUGBY	B	0	3	164	3	2	15	1	0	4	1	0	2
2015-10-25-MCF	Manchester City	PREMIER	C	3064	4	14	10	4	0	5	5	0	4	1	0
2015-10-28-MFC	Middlesbrough	CAPTL ONE	B	9875	8	49	10	2	0	1	4	0	0	1	0
2015-11-03-MOS	CSKA Moscow	CHAMPNS LG	A	471	0	0	3	0	0	2	0	0	1	1	0
2015-11-07-WBA	West Bromwich Albion	PREMIER	A	1373	1	10	7	7	0	0	0	0	1	0	0
2015-11-14-DBU	David Beckham Unicef	OTHER	A	0	0	0	0	0	1	0	0	2	0	0	0
2015-11-25-PSV	PSV Eindhoven	CHAMPNS LG	B	3278	0	12	2	1	0	1	3	0	1	1	0
2015-12-05-WHU	West Ham United	PREMIER	B	3010	2	5	4	12	0	1	0	0	2	0	0
2015-12-19-NOR	Norwich City	PREMIER	A	1330	0	7	7	2	0	0	0	0	1	0	0
2015-12-28-CHE	Chelsea	PREMIER	B	2888	0	4	9	0	0	1	0	0	6	0	0
2016-01-02-SWA	Swansea	PREMIER	A	1847	0	8	5	0	0	0	0	0	3	0	0
2016-01-09-SFC	Sheffield United	FA CUP	C	8397	7	30	2	13	0	0	2	2	1	10	0
2016-01-23-SOU	Southampton F. C.	PREMIER	A	1829	1	7	6	1	0	3	0	0	3	0	0
2016-02-02-STO	Stoke City F.C.	PREMIER	A	1239	0	12	2	0	0	0	0	0	2	5	0
2016-02-08-NOR	Norwich U21's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-02-25-MID	FC Midtjylland UEL	OTHER	A	1364	0	8	6	0	0	0	0	0	2	1	0
2016-02-28-ARS	Arsenal	PREMIER	A	2961	5	7	4	10	0	2	0	0	2	0	0
2016-03-02-WAT	Watford	PREMIER	A	2329	0	14	1	3	0	0	0	0	0	1	0
2016-03-13-WHU	West Ham United	FA CUP	C	8458	6	33	13	24	0	0	2	2	4	2	0
2016-03-17-LIV	Liverpool (UEL)	OTHER	C	3237	16	20	9	15	0	1	4	0	5	9	0
2016-04-03-EVE	Everton FC	PREMIER	B	3020	4	16	6	9	0	0	4	0	3	2	0
2016-04-04-CHE	Chelsea U21's	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-04-11-MID	Middlesbrough U21's	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-04-16-AST	Aston Villa FC	PREMIER	A	1361	3	7	7	7	0	0	0	0	2	1	0
2016-04-20-CPF	Crystal Palace FC	PREMIER	A	559	1	2	0	0	0	0	0	0	2	0	0
2016-05-01-LEI	Leicester City FC	PREMIER	B	3075	0	21	1	8	0	1	0	0	3	2	0
2016-05-15-BOU	AFC Bournemouth	PREMIER	A	2831	0	0	0	0	0	0	0	0	0	0	0
2016-05-17-BOU	AFC Bournemouth	PREMIER	A	1099	1	9	2	0	0	0	0	0	0	0	0
2016-06-05-SOC	Soccer Aid 2016	OTHER	A	0	0	3	0	0	2	0	0	0	0	0	0
Totals				87907	87	598	156	148	18	28	33	10	58	51	2
							322			71			111		

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
2015-08-08-TOT	Tottenham Hotspur	PREMIER	A	0	0	0	0	0	0	0	0	0	1	0	0
2015-08-18-FCB	Football Club Brugge	CHAMPNS	B	0	0	0	0	0	0	0	0	0	1	0	0
2015-08-22-NEW	Newcastle United	PREMIER	B	0	0	0	0	0	0	0	0	0	4	0	0
2015-09-12-LIV	Liverpool	PREMIER	C-IR	0	0	0	0	0	0	0	0	0	1	2	0
2015-09-23-IPS	Ipswich	CAPTL ONE	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-09-26-SUN	Sunderland	PREMIER	B	0	0	0	0	0	0	0	0	0	1	5	0
2015-09-30-WOL	VfL Wolfsburg	CHAMPNS	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-10-10-RUG	Rugby Grand Final: Leeds v	RUGBY	B	0	0	0	0	0	0	0	0	0	0	0	0
2015-10-25-MCF	Manchester City	PREMIER	C	0	0	0	0	0	0	0	0	0	1	4	0
2015-10-28-MFC	Middlesbrough	CAPTL ONE	B	0	0	0	3	0	0	0	0	0	1	0	0
2015-11-03-MOS	CSKA Moscow	CHAMPNS	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-11-07-WBA	West Bromwich Albion	PREMIER	A	0	0	0	0	0	0	0	0	0	1	4	0
2015-11-14-DBU	David Beckham Unicef	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-11-25-PSV	PSV Eindhoven	CHAMPNS	B	0	0	0	0	0	0	0	0	0	0	1	0
2015-12-05-WHU	West Ham United	PREMIER	B	0	0	0	0	0	0	0	0	0	0	12	0
2015-12-19-NOR	Norwich City	PREMIER	A	0	0	0	0	0	0	0	0	0	1	0	0
2015-12-28-CHE	Chelsea	PREMIER	B	0	0	0	1	0	0	0	0	0	1	0	0
2016-01-02-SWA	Swansea	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-01-09-SFC	Sheffield United	FA CUP	C	0	0	0	0	0	0	0	0	0	0	3	0
2016-01-23-SOU	Southampton F. C.	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-02-02-STO	Stoke City F.C.	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-02-08-NOR	Norwich U21's	YOUTH	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-02-25-MID	FC Midtjylland UEL	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-02-28-ARS	Arsenal	PREMIER	A	0	0	0	0	0	0	0	0	0	0	5	0
2016-03-02-WAT	Watford	PREMIER	A	0	0	0	0	0	0	0	0	0	0	2	0
2016-03-13-WHU	West Ham United	FA CUP	C	0	0	0	0	0	0	0	0	0	0	8	0
2016-03-17-LIV	Liverpool (UEL)	OTHER	C	0	0	0	0	0	0	0	0	0	1	6	0
2016-04-03-EVE	Everton FC	PREMIER	B	0	0	0	0	0	0	0	0	0	1	6	0
2016-04-04-CHE	Chelsea U21's	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-04-11-MID	Middlesbrough U21's	RESERVES	PF	0	0	0	0	0	0	0	0	0	0	0	0
2016-04-16-AST	Aston Villa FC	PREMIER	A	0	0	0	1	0	0	0	0	0	0	4	0
2016-04-20-CPF	Crystal Palace FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-05-01-LEI	Leicester City FC	PREMIER	B	0	0	0	0	0	0	0	0	0	0	0	0
2016-05-15-BOU	AFC Bournemouth	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-05-17-BOU	AFC Bournemouth	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2016-06-05-SOC	Soccer Aid 2016	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
Totals				0	0	0	5	0	0	0	0	0	11	66	0
				0			5			0			77		

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
2015-08-08-TOT	Tottenham Hotspur	PREMIER	A	2	21	2	0
2015-08-18-FCB	Football Club Brugge	CHAMPNS LG	B	2	14	0	0
2015-08-22-NEW	Newcastle United	PREMIER	B	9	24	1	0
2015-09-12-LIV	Liverpool	PREMIER	C-IR	7	24	1	0
2015-09-23-IPS	Ipswich	CAPTL ONE	A	6	16	2	0
2015-09-26-SUN	Sunderland	PREMIER	B	12	33	1	1
2015-09-30-WOL	VfL Wolfsburg	CHAMPNS LG	A	8	12	0	0
2015-10-10-RUG	Rugby Grand Final: Leeds v Wigan	RUGBY	B	4	33	3	0
2015-10-25-MCF	Manchester City	PREMIER	C	4	15	3	1
2015-10-28-MFC	Middlesbrough	CAPTL ONE	B	7	27	3	2
2015-11-03-MOS	CSKA Moscow	CHAMPNS LG	A	3	8	0	0
2015-11-07-WBA	West Bromwich Albion	PREMIER	A	5	17	2	0
2015-11-14-DBU	David Beckham Unicef	OTHER	A	2	11	0	1
2015-11-25-PSV	PSV Eindhoven	CHAMPNS LG	B	4	13	4	0
2015-12-05-WHU	West Ham United	PREMIER	B	2	13	0	1
2015-12-19-NOR	Norwich City	PREMIER	A	0	8	1	0
2015-12-28-CHE	Chelsea	PREMIER	B	5	17	0	1
2016-01-02-SWA	Swansea	PREMIER	A	4	10	1	1
2016-01-09-SFC	Sheffield United	FA CUP	C	3	12	1	0
2016-01-23-SOU	Southampton F. C.	PREMIER	A	4	11	1	0
2016-02-02-STO	Stoke City F.C.	PREMIER	A	1	7	0	1
2016-02-08-NOR	Norwich U21's	YOUTH	PF	0	0	0	0
2016-02-25-MID	FC Midtjylland UEL	OTHER	A	3	11	0	1
2016-02-28-ARS	Arsenal	PREMIER	A	3	18	4	0
2016-03-02-WAT	Watford	PREMIER	A	3	8	0	0
2016-03-13-WHU	West Ham United	FA CUP	C	2	23	4	1
2016-03-17-LIV	Liverpool (UEL)	OTHER	C	2	20	2	0
2016-04-03-EVE	Everton FC	PREMIER	B	4	12	1	0
2016-04-04-CHE	Chelsea U21's	RESERVES	PF	1	2	0	0
2016-04-11-MID	Middlesbrough U21's	RESERVES	PF	0	1	0	0
2016-04-16-AST	Aston Villa FC	PREMIER	A	2	11	1	1
2016-04-20-CPF	Crystal Palace FC	PREMIER	A	5	14	1	0
2016-05-01-LEI	Leicester City FC	PREMIER	B	3	9	0	0
2016-05-15-BOU	AFC Bournemouth	PREMIER	A	3	7	0	0
2016-05-17-BOU	AFC Bournemouth	PREMIER	A	4	8	0	1
2016-06-05-SOC	Soccer Aid 2016	OTHER	A	3	33	2	0
Totals				132	523	41	13

Appendix F - Fire Detection and Alarm Activations

Code	Name	Event Type	Match Category	No. of Activations	Alarm Activation Type	Cause of Activation
2015-08-08-TOT	Tottenham Hotspur	PREMIER	A	0		
2015-08-18-FCB	Football Club Brugge	CHAMPNS LG	B	1	Fire	Outside: Wheelie Bin on Fire
2015-08-22-NEW	Newcastle United	PREMIER	B	0		
2015-09-12-LIV	Liverpool	PREMIER	C-IR	2	Alarm Activation Alarm Activation	Faulty Unit Faulty Unit
2015-09-23-IPS	Ipswich	CAPTL ONE	A	2	Pre-Alarm Pre-Alarm	False Alarm False Alarm
2015-09-26-SUN	Sunderland	PREMIER	B	0		
2015-09-30-WOL	VfL Wolfsburg	CHAMPNS LG	A	0		
2015-10-10-RUG	Rugby Grand Final: Leeds v Wigan	RUGBY	B	0		
2015-10-25-MCF	Manchester City	PREMIER	C	0		
2015-10-28-MFC	Middlesbrough	CAPTL ONE	B	1	Alarm Activations	Technical Issue
2015-11-03-MOS	CSKA Moscow	CHAMPNS LG	A	0		
2015-11-07-WBA	West Bromwich Albion	PREMIER	A	2	Alarm Activation Alarm Activation	Spray off a fizzy drinks can Spray off a fizzy drinks can
2015-11-14-DBU	David Beckham Unicef	OTHER	A	0		
2015-11-25-PSV	PSV Eindhoven	CHAMPNS LG	B	0		
2015-12-05-WHU	West Ham United	PREMIER	B	1	Alarm Activation	Technical Issue
2015-12-19-NOR	Norwich City	PREMIER	A	2	Alarm Activation Alarm Activation	Technical Issue Faulty System
2015-12-28-CHE	Chelsea	PREMIER	B	0		
2016-01-02-SWA	Swansea	PREMIER	A	0		
2016-01-09-SFC	Sheffield United	FA CUP	C	3	Fire Fire Fire	Hand Dryer Overheated Technical Issue Smoke Grenade Ignited
2016-01-23-SOU	Southampton F. C.	PREMIER	A	3	Pre-Alarm Pre-Alarm Pre-Alarm	Technical Issue Technical Issue Technical Issue
2016-02-02-STO	Stoke City F.C.	PREMIER	A	0		
2016-02-08-NOR	Norwich U21's	YOUTH	PF	0		
2016-02-25-MID	FC Midtjylland UEL	OTHER	A	0		
2016-02-28-ARS	Arsenal	PREMIER	A	0		
2016-03-02-WAT	Watford	PREMIER	A	0		
2016-03-13-WHU	West Ham United	FA CUP	C	1	Alarm Activation	Technical Issue
2016-03-17-LIV	Liverpool (UEL)	OTHER	C	1	Fire	Smoke Grenade Ignited
2016-04-03-EVE	Everton FC	PREMIER	B	0		
2016-04-04-CHE	Chelsea U21's	RESERVES	PF	0		
2016-04-11-MID	Middlesbrough U21's	RESERVES	PF	0		
2016-04-16-AST	Aston Villa FC	PREMIER	A	0		
2016-04-20-CPF	Crystal Palace FC	PREMIER	A	0		
2016-05-01-LEI	Leicester City FC	PREMIER	B	0		
2016-05-15-BOU	AFC Bournemouth	PREMIER	A	4	Alarm Activation	Cooking Fumes – All the same panel
2016-05-17-BOU	AFC Bournemouth	PREMIER	A	3	Alarm Activation	Cooking Fumes – All the same panel
2016-06-05-SOC	Soccer Aid 2016	OTHER	A	0		
Totals				26		

Appendix G – Match Day Attendance

Code	Name	Event Type	Planned Kick Off	Match Category	Visitor Attendance	Total Attendance
2015-08-08-TOT	Tottenham Hotspur	PREMIER	12:45	A	2958	75261
2015-08-18-FCB	Football Club Brugge	CHAMPNS LG	19:45	B	3297	75312
2015-08-22-NEW	Newcastle United	PREMIER	12:45	B	1837	75354
2015-09-12-LIV	Liverpool	PREMIER	17:30	C-IR	3015	75347
2015-09-23-IPS	Ipswich	CAPTL ONE	20:00	A	4786	56607
2015-09-26-SUN	Sunderland	PREMIER	15:00	B	2331	75328
2015-09-30-WOL	VfL Wolfsburg	CHAMPNS LG	19:45	A	788	74811
2015-10-10-RUG	Rugby Grand Final: Leeds v Wigan	RUGBY	18:00	B	0	73512
2015-10-25-MCF	Manchester City	PREMIER	14:05	C	3064	75329
2015-10-28-MFC	Middlesbrough	CAPTL ONE	20:00	B	9875	67258
2015-11-03-MOS	CSKA Moscow	CHAMPNS LG	19:45	A	471	75165
2015-11-07-WBA	West Bromwich Albion	PREMIER	15:00	A	1373	75410
2015-11-14-DBU	David Beckham Unicef	OTHER	15:00	A	0	75381
2015-11-25-PSV	PSV Eindhoven	CHAMPNS LG	19:45	B	3278	75321
2015-12-05-WHU	West Ham United	PREMIER	15:00	B	3010	75350
2015-12-19-NOR	Norwich City	PREMIER	15:00	A	1330	75320
2015-12-28-CHE	Chelsea	PREMIER	17:30	B	2888	75275
2016-01-02-SWA	Swansea	PREMIER	15:00	A	1847	75415
2016-01-09-SFC	Sheffield United	FA CUP	17:30	C	8397	74284
2016-01-23-SOU	Southampton F. C.	PREMIER	15:00	A	1829	75408
2016-02-02-STO	Stoke City F.C.	PREMIER	20:00	A	1239	75234
2016-02-08-NOR	Norwich U21's	YOUTH	19:00	PF	0	1758
2016-02-25-MID	FC Midtjylland UEL	OTHER	20:05	A	1364	58609
2016-02-28-ARS	Arsenal	PREMIER	14:05	A	2961	75329
2016-03-02-WAT	Watford	PREMIER	20:00	A	2329	75272
2016-03-13-WHU	West Ham United	FA CUP	16:00	C	8458	74298
2016-03-17-LIV	Liverpool (UEL)	OTHER	20:05	C	3237	75180
2016-04-03-EVE	Everton FC	PREMIER	16:00	B	3020	75341
2016-04-04-CHE	Chelsea U21's	RESERVES	19:45	PF	0	9257
2016-04-11-MID	Middlesbrough U21's	RESERVES	19:00	PF	0	6132
2016-04-16-AST	Aston Villa FC	PREMIER	15:00	A	1361	75411
2016-04-20-CPF	Crystal Palace FC	PREMIER	20:00	A	559	75277
2016-05-01-LEI	Leicester City FC	PREMIER	14:05	B	3075	75275
2016-05-15-BOU	AFC Bournemouth	PREMIER	15:00	A	2831	37358
2016-05-17-BOU	AFC Bournemouth	PREMIER	20:00	A	1099	74363
2016-06-05-SOC	Soccer Aid 2016	OTHER	20:00	A	0	64083
Totals					87,907	2,404,625

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